



PRINTERS INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
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NEW YORK, MAY 11, 1916

No. 6



PICTURING THE MESSAGE

IN looking over the records of our Art Department, we find that during the past twelve-month, no fewer than one hundred and seventy-five artists have co-operated with us in the serving of our advertisers.

Many of these artists are illustrators of international note, and, previous to their connection with us, had never contributed to the field of commercial art.

We speak of this in passing, merely to show that no effort is too great for us to secure for our clients the very best in every phase of our service to them.

N. W. AYER & SON
ADVERTISING HEADQUARTERS
PHILADELPHIA
NEW YORK BOSTON CHICAGO

The Farmer's Investment

Did you ever consider that the *average* farmer has a *bigger* sum invested in land, buildings and machinery than the average small dealer has in merchandise?

* * *

The business farmer of to-day is a manufacturer of food stuffs and runs his farm on a business basis.

Of course there are also Gentlemen farmers and Amateur farmers who run their farms for "a good time and a deficit," but this class are not the ones who subscribe to Standard Farm Papers.

* * *

Because Standard Farm Papers are eminently *practical* papers, each deals with practical conditions in a given section or branch of farming.

Each Standard Farm Paper reports practical ways and means for more productive and more

profitable food production in its particular class.

Your advertising goes alongside of that reading matter. Do you know of anything more interesting to the average successful man than making more money out of his business?



TRADE-MARK OF QUALITY

THE STANDARD FARM PAPERS

ARE
FARM PAPERS OF KNOWN
VALUE

Pennsylvania Farmer
The Breeder's Gazette
Hoard's Dairyman
Wallace's Farmer
Kansas Farmer
Progressive Farmer
Birmingham, Raleigh
Memphis, Dallas
The Wisconsin Agriculturist
The Indiana Farmer
The Farmer, St. Paul
The Ohio Farmer
The Michigan Farmer
Prairie Farmer, Chicago

WALLACE C. RICHARDSON, INC.,
Eastern Representatives
381 Fourth Ave., New York City.

GEORGE W. HERBERT, INC.,
Western Representatives
Advertising Bldg.
Chicago

Member of Audit Bureau of Circulations.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE, JUNE 29, 1893.

VOL. XCV

NEW YORK, MAY 11, 1916

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What the Banker Wants to Know About Your Advertising

An Authorized Interview with

Ralph Van Vechten

Vice-President, Continental and Commercial National Bank of Chicago

THERE are still a few bankers of the old school who continue to speak disparagingly of advertising, who refuse to loan money to be spent for that purpose and who look obliquely at modern distribution methods. But they are a waning minority. The thinking bankers, on Wall street and along LaSalle street at least, are pretty nearly agreed that there are two kinds of good will, and that the good will we too frequently see in the financial statements of large corporations—put there merely as a contra account to offset a big stock issue—has nothing in common with the good will built up about an advertised, trade-marked line of goods. Indeed, one banker went so far as to state that such a trade-mark was one of the most valuable assets any concern could have!

In view of these facts, isn't it high time that advertisers, especially those who are dependent to any great extent on bank-borrowed capital, start setting their houses in order? As the banks are beginning to hold the microscope over the selling as well as the financial end of the business, let us go over to one of these banks and find out at first hand just how it regards the relation of advertising to credits. Let us ask a few questions of Ralph Van Vechten, vice-president of the Continental and Commercial National Bank, of Chicago—one of the nation's great commercial banks which has furnished the capital for some of the most noteworthy merchan-

dising campaigns of the day.

We find Mr. Van Vechten at one end of a banking-floor taking up an entire Chicago block. Yes, he knows PRINTERS' INK. "You see," he explains, "I have to read it to keep in touch with what is going on in advertising circles. A modern banker has to know a little of everything, and it is getting so that he has to know a good deal about advertising—so, of course, I take PRINTERS' INK."

With a point of contact established, we proceeded to ask Mr. Van Vechten a few specific questions—questions that will throw a little light on just what factors a progressive banker of this type considers when giving a line of credit on the strength of a proposed business-expansion campaign.

BANKER CITES AN INSTANCE

"Of course, you will understand," replied the banker, "that every credit problem must be handled on its individual features. You can't lay down any hard or fast rules, but if you think it will be of interest to your readers I will briefly review the steps taken in one particular case—a manufacturer of a staple sold through grocers who came to us not long ago for credit and to whom we have since loaned a half million dollars, with every degree of confidence, although advertising contracts ran up into scare figures.

"This manufacturer came to us and said that he had proved to his own satisfaction that he had

a good product and that a good demand existed for it. He gave us figures showing his margin of profit, his percentage of repeat business, the increase of his business over a period of years. These figures, while interesting, did not convince us. Before we would loan him the required money we did a little investigating on our own hook.

"First of all, we satisfied ourselves that the product had merit, that every package sold would add to the manufacturer's accumulation of good will. We had in mind the case of a business which failed a few years ago in Chicago, and had it not been for the accumulated value of its trade-names we might have lost every dollar we put into it. This experience has taught us to inquire carefully into the merit of the product, making this the big consideration in advancing money for the manufacture of a product to be sold by advertising methods."

Mr. Van Vechten had reference to the Booth Fisheries Company. A few weeks ago the stockholders of this company received a communication from President Ames, stating that the net profits for 1915 had passed the \$1,000,000 mark. Over one hundred and fifty thousand dollars had been retired to surplus, as against less than thirty thousand last year. The letter concluded significantly: "I have great confidence in the future earning power of your company."

Had it not been for the dormant value of the Booth trade-mark at the time of the reorganization this statement of President Ames would never have been written; P. A. Valentine would not have put up the necessary million dollars; the bankers would not have undertaken the work of reorganizing the company, and the name Booth would have been buried under the \$5,000,000 debt it owed to the banks. "The mercantile companies would have written some such business epitaph as: "Owing to a multiplicity of causes, including heavy good-will investments in connection with periodical absorptions of other organizations," etc.

But when the bankers and their business advisors got together in May, 1909, to decide whether they would disorganize or reorganize the remains of the six-million-dollar fishing company it was agreed that with all the blunders it had made in the past, it had done one thing well—it had established its trade-marks and trade-names so that they represented real and tangible value. As one banker present at that eventful meeting put it: "About the only things left us were a few leaky fishing-boats, some holey nets and a few good trade-marks." But those "few good trade-marks" saved the day for the stockholders! The bankers, realizing the latent possibilities in this lone asset, decided to go ahead. Frank C. Letts was put in as president, the necessary capital was advanced, with the result that the business was rehabilitated and hundreds of thousands of dollars returned to its creditors or saved for its old shareholders who came along in the reorganization.

INVESTIGATES WHETHER PUBLIC WILL RESPOND OR NOT

"Having satisfied ourselves that the product is meritorious," Mr. Van Vechten continued, "we set about, through the investigating organization of our credit department, to make sure that the public would respond to the advertising. When advertised, will it meet with public favor? Our investigators interviewed dealers and experts, learning all they could and reporting to our credit manager what they found out. Sometimes we find that conditions in the field will throw an entirely different light on the statements a manufacturer submits. For example, a typewriter manufacturer comes to us for a loan. We will suppose it was some years ago and that this manufacturer had built up a big business making and selling a 'blind' machine. He was firmly convinced in his own mind that his machine was best, in spite of the many efforts being made to introduce the visible-writing machine. He wanted money to head off the dawning competition. If

Reader Confidence

KNOCK!

300,000 Doors Will Fly Open

The door that opens to confidence is no secret door. An honest purpose and a commonsense plan finds the way unobstructed.

A devoted interest in the spiritual, moral, mental and physical development of our readers, extending back over a period of more than thirty years, has gained for the Christian Herald the enthusiastic confidence of more than 300,000 of America's wholesome, successful families.

When our hands are placed on the door-knobs of these 300,000 homes each week, we are greeted with more than 300,000 hearty welcomes. And when we introduce you to these readers of ours—they are glad to meet you too.

On what date may we introduce you to our 300,000 good friends?

THE CHRISTIAN HERALD

Member Audit Bureau of Circulations

BIBLE HOUSE, NEW YORK

we were to accept his past sales records at par, we might soon find ourselves in an embarrassing position. So we go out into the field and find out what we can.

IS THE MANAGEMENT PROGRESSIVE?

"That leads up to a very vital point which a banker must consider before loaning money to the manufacturer of trade-marked goods: is the management progressive? There you have the root of all credit problems, and to satisfy ourselves on this point *we are apt to judge a business by its policies in regard to distributing its product more than producing it.* We find that in its earlier years a concern lays more stress on production than it does on distribution, but as it ages it gradually concentrates its progressive effort on distribution. Consequently one finds that a progressive house will usually employ advertising to help it in marketing its wares, and you will notice that it is only an exceptional case where a business makes a conspicuous success without having its organization educated to the necessity of placing its wares before the public in an attractive way.

"Another point of growing importance, to my mind, is the advertising counsel which the concern applying for the loan has at its disposal. We bankers realize that in these days of rural free delivery and parcel post there is a growing tendency toward mail-order distribution, and a growing value that is being placed on good will and trade-marks, but at the same time we also know that, in spite of the value of a trade-mark, the ways and means adopted for distributing a product have often been the making or breaking of it. So we must satisfy ourselves that the advertiser will spend the money in a publicity campaign with the counsel of as experienced and successful an advertising agent as possible. In the case of the manufacturer I have in mind we made a careful inquiry into the dependability of the agency handling the account and satisfied ourselves that he had the

necessary experience in that line to spend the money most profitably. So important do we consider this matter of a borrower's dependence on his advertising agent that I haven't any doubt that before long the banks will have lists of approved advertising agents, just as they now have lists of approved accountants.

INSURING AGAINST LOSS OF TALENT

"In this connection it may be of interest to some of your readers to know that corporation life insurance is becoming a very strong factor in the support of credit, and if we were loaning any considerable sum for business-expansion purposes it would be our policy to urge the manufacturer to protect himself in this direction for his own good as well as ours. I personally know of many cases where banks have been saved from heavy losses because the concerns to whom they had loaned money had been tided over a situation of threatened receivership by the confidence this insurance gave to creditors. I do not, of course, favor a concern carrying an excessive line of insurance, but where the lines are kept within reason they certainly operate as a protection to the business and its credit, and it has always been our policy to encourage such protection as a safeguard against unforeseen calamities, such as the loss by death of expert managerial talent at a critical time in the organization of the company, or in the middle of a period of business expansion on borrowed capital. Life insurance of this character is also tantamount to a guarantee of good health and good character, as men who are wrong physically or morally cannot obtain large lines of underwriting. Good health, both physical and moral, is admittedly a very important factor in the support of credit."

Mr. Van Vechten then made the point that the manufacturer selling his product in a package that retained its identity until it reached the consumer was a better credit risk, as a rule, in the eyes of a thoughtful bank credit

Needlecraft Sells Your Goods

"I must make that when I get time"

The NEEDLECRAFT reader does not destroy a copy as soon as it is read because it has valuable instructions for work that may be done in the future.

The copy is kept, filed with other copies and consulted from time to time.

NEEDLECRAFT

keeps your advertisement alive for more months than any other magazine in the field.

Over One Million Subscribers

NEEDLECRAFT PUB. CO.

WILL C. IZOR, Advertising Manager

1 MADISON AVENUE, NEW YORK CITY

ROBERT B. JOHNSTON, Western Manager
Peoples Gas Building, Chicago, Ill.

Member of Audit Bureau of Circulations

manager than the concern that sold its product in bulk. "This latter selling plan," explained Mr. Van Vechten, "lacks the big item of accumulative good will, for, unless such a selling policy is early adopted, the item of good will as shown on the company's balance-sheet would be of questionable value. There would be nothing tangible to work on if it were necessary for the bank to take over the management and reorganize the business.

"But, aside from that, the manufacturer selling a branded article under an established trade-name is a more desirable credit risk because he has more control over his market. A sudden price-war would not be very apt to affect him. For example, take the Quaker Oats Company. We would consider them a far better credit risk to-day than they were in the old days, when, as the American Cereal Company, they sold their oats by the barrel and nobody knew whose oats they were buying when they bought them."

Asked to state why he would consider the company of to-day a better risk, Mr. Van Vechten replied: "In the first place, the present company is getting credit for making a good product. People have come to know that Quaker Oats are better than just ordinary rolled oats, and naturally the company is able to get a more consistent margin of profit. Every package of Quaker Oats sold sells more Quaker Oats—not any old kind of oats. This means that there is less danger of price-cutting, because only one company makes Quaker Oats. If a dealer does not treat the line fair he is apt to find himself in hot water. Thus the company can protect its market. But the most important thing is that every Quaker Oats customer the company makes, every family they can get to use Quaker Oats regularly, adds just that much to the good-will value of the Quaker Oats trade-mark should it ever come to a point where a liquidation of the business is necessary. If the company were still doing business under a more general name, if it

were still making just rolled oats, these advantages would be foregone."

Mr. Van Vechten further illustrated this point by citing the case of the Pillsbury Flour Mills. It appears that in 1908 this concern, then trading under the name of the Pillsbury-Washburn Flour Mills, Ltd., went into the hands of a receiver. Practically the only real asset that was left out of the wreck over and above its plants, was the tremendous good-will value of the Pillsbury trade-mark. With this trade-mark to build upon, the new management took hold, and the company's financial condition is now above question; in fact, we understand that during 1915 it earned twenty-five per cent on its capital.

A MODERN BANK'S CREDIT MACHINERY

But make no mistake—your banker does not look out the window, do a few mental somersaults, recall that his wife likes your product and always has it in the kitchen, and thus estimate the chances your advertising has for success, or the possible value of your trade-mark to the bank in case of its lack of success. Not your modern banker. Neither does he depend any longer on his personal knowledge of your affairs or your reputation as a man who can "make things go." Of course, a personal knowledge will influence him in the support of credit, but before he will put the money to your credit he will set in motion the machinery of his credit department.

So let us go with Mr. Van Vechten down through the bank to the credit department—that most important cog in the modern bank, which does by careful calculation and painstaking investigation what the banker of yesterday did by rule of thumb.

In this particular credit department are row after row of cabinets, containing voluminous bundles of confidential papers—financial statements, mercantile reports, newspaper and trade-paper clippings, memoranda by bank offi-



Repetti

is a name which has long been identified with the highest quality in caramels and chocolates.

The H. K. McCann Company is co-operating with the Repetti Company in the development of broader markets.

THE H. K. MCCANN COMPANY

NEW YORK CLEVELAND TORONTO
SAN FRANCISCO

IN NEW YORK AT
61 BROADWAY

cials, the reports of investigators, letters from other banks; in fact, every conceivable scrap of information which a credit man would need in passing upon a loan.

But these files are only one feature of this department's work. In addition to them the credit manager has at his disposal a staff of credit men who make a study of the ways and means of keeping in touch with all phases of modern business. These men have at their elbow special investigators or "scouts" who go out among the bank's customers, or prospective customers, and gather information not only about their financial and productive condition, but, when necessary, as to the manner in which they market their product—their advertising and selling methods.

This machinery reduces the granting of a line of credit to almost a mechanical process. It reaches into every nook and corner of a creditor's business. And the recommendations of these credit men influence the bank in withholding or granting credit. Their suggestions have been the unseen influence that has caused more than one advertiser to slow down, to change a faulty selling policy, to set his house in order. From their vantage point they look down upon the advertising that a customer is doing, and with the advice of these investigators the loaning officer passes seldom-errring judgment. You will find him well posted in modern advertising and sales matters, in tune with the times and enjoying a perspective that few men in the advertising business possess.

You leave the credit department impressed with the thoroughness of the modern bank, its painstaking search for true facts—and if you are an advertising man, a keen appreciation for the manner in which such banks dig down into the vitals of an advertising campaign. And when Mr. Van Vechten tells us that in his estimation the manufacturer of a trade-marked product is a better credit risk than the manufacturer of just "merchandise," you realize that his opinion represents the sum-

ming up of hundreds of thousands of dollars' worth of experience.

"And right here I want to make another point," said Mr. Van Vechten, "a point that is suggested to me by the existing condition in the talking-machine field. Manufacturers of patented articles should not overlook the credit value of an established trade-mark. Patents don't last forever, and before a banker can loan such a manufacturer any considerable sum he must have some assurance that when the patent does finally run out, this manufacturer will have built up trade-mark entrenchments to withstand the onslaught of the host of competitors that are sure to spring up.

VALUE SOME MEN PLACE ON TRADE-MARKS

"I know a lot of shrewd business men who, in their personal investments, will refuse to buy stock in concerns that have not taken steps to establish their trade-marks. They realize that in the event of mismanagement, or a quick change in conditions, the concern doing business on an established trade-name which it can protect can be frequently reorganized and put on a dividend-paying basis. Lacking this protective asset, these investors seem to feel that in the event of things going wrong they would be left high and dry with stock not worth the paper it is written upon. In fact, I know of a number of cases where business houses have been on the verge of failure through mismanagement, but because they owned established and valuable trade-marks, under which they were able to get their goods before the public, a more able and more progressive management has been able to gather together the loose ends and build up a lucrative business. Business men everywhere are ready and willing to grant the value of advertising as a means of so establishing a trade name or mark, and I believe the success or failure of any business may rest upon its advertising methods, and in certain cases the ways and means adopted in specific campaigns with reference to

*THE only thing an
Advertising Agency
has for sale is men.*

CHELTENHAM
Advertising Agency, Inc.



11 EAST 36TH STREET
NEW YORK

distribution. The latter is true because of the fact that many concerns in the earlier years of their activities lay more stress on production than on distribution, although it is exceptional where a business house makes a conspicuous success without adopting methods for short-cutting the cost of getting its products on the market."

In view of Mr. Van Vechten's opinion it would, indeed, seem that the time is at hand when the advertiser should take steps to make sure that his advertising and selling methods are above criticism before approaching his banker for a loan. It is evident that there is, too, a growing relation between the methods a concern uses to market its products and its chances for getting adequate credit from the banker. The handwriting is on the wall—an advertiser that wants to borrow money to expand his business would do well to get the greatest amount of sound advice possible to make his sales and advertising work jibe up with common sense and the most approved methods. The modern banker is not going to take your word for the possible success of your marketing methods; he is going to put your business methods under the microscope.

Percentage of Return on Circular Letters

NEW YORK, May 1, 1916.

Editor of PRINTERS' INK:

In my inexperience I must appeal to you.

Somebody went to the Big Boss the other day and found fault with the fact that I did not investigate the rating of prospects to whom I mailed advertising matter. He figured that a reasonable return on 1,000 letters was 250 answers. I think that is a foolish statement; yet, assuming it true, do you think it wise to take time looking into 750 accounts, from whom we will not even hear?

I claim that an allowance of 2 per cent. for unworthy answers would be liberal.

F. W. FRENCH.

A FAIR estimate of the probable returns on a circular letter can only be based upon a knowledge of the proposition itself and of the character of the letter. A snap judgment could be made the

basis of any kind of an estimate, and one guess is as valuable as another.

A letter which offers something for nothing will pull a large percentage of replies. If that letter be skilfully written on handsome stationery, and be accompanied by return, stamped card on which the addressee is to sign his name to obtain "absolutely free and without any obligation whatever, a handsome book, bound in full morocco"—perhaps there may be seventy-five per cent returns.

But if you ask for the immediate remittance of two dollars, this being the regular price of a piece of merchandise, you will have to write very skilfully, indeed, to pull two per cent returns.

MUCH DEPENDS ON THE CHARACTER OF THE LIST

The make-up of the list of names addressed is another important factor. If you were to address your letter to a list of former customers, making them a bargain offer in connection with their previous investment, your returns would be much higher than if you were to attempt to sell a fountain-pen or a talking-machine to a list of names picked at random out of the telephone-book.

So we come to the conclusion that anyone who lays down as a general proposition a definite percentage of returns to be expected from circular matter, without regard to the proposition, the letter or the list of names addressed, is treading on very unsafe ground. The same principle applies to investigating in advance the rating of names on a mailing-list. It would be obviously ridiculous for a house like Sears, Roebuck to do this, and, for that matter, for most advertisers; but even to this general statement there are many exceptions to be noted. In soliciting business on a high-priced article, such as a piano or an automobile, it is the custom to pick out names of people who reasonably can be supposed to be in position to afford the purchase.—[Ed. PRINTERS' INK.]

YOU have a standing invitation to call and inspect our plant and up-to-date facilities.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.



One of the largest and most complete printing plants in the United States

Printing and Advertising Advisers and
The Supply and Clearing House
for

All Lines of
Business Issuing
Catalogues

Compilers furnished, copy edited; and for every line of business so far as is practical, photographs, engravings, designs, cuts, descriptions and standing catalogue type pages are now held in stock by us or will be secured, and the use of same is offered free to our customers. Stock catalogues for every line where a demand exists are prepared and supplied.

Place Your Printing Orders

In the Hands of a Large Absolutely Reliable Printing House

(Inquire Credit Agencies and First National Bank, Chicago, Ill.)

OUR SPECIALTIES:

- (1) Catalogues
- (2) Trade Papers
- (3) Magazines
- (4) Booklets
- (5) Price Lists
- (6) House Organs
- (7) The larger orders of Flyers and Circulars.

Also Printing requiring the same material and workmanship as the above, such as Proceedings, Directories, Histories, Books and the like.

Our Complete Printing Equipment, all or any part of which is at your command, embraces:

ENGRAVING
DESIGNING
ART WORK
ELECTROTYPE
TYPESETTING
(Machine and Hand)
PRESSWORK
BINDING
MAILING

If you want advertising service, planning, illustrating, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to help or advise you.

If desired, we mail your printed matter direct from Chicago—the central distributing point.

If you want **quality**—the education and training of our employees, concentrated in one direction on the one class of printing in which we specialize, make the workmen more skillful.

If you want **delivery**—our plant is equipped with economical, time-saving machinery and is in operation day and night the year around. The best quality of work, however, is handled by daylight.

If you want the **best price**—our unusual labor-saving material and equipment enable us to make exceptionally low prices on our specialties.

Our organization is excellent. When you put an order in our care you relieve yourself of all anxiety. You insure yourself

Proper Quality—Quick Delivery—Right Price

Our large and growing business is because of satisfied customers, because of repeat orders. Printing orders come to us from the large cities and the states from Maine to Texas. We do printing for the best firms in the United States.

We are always pleased to give the names of a dozen or more of our customers to persons and firms contemplating placing printing orders with us.

Don't you owe it to yourself and your firm to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let Us Estimate on Your Next Printing Order
(We Are Strong on Our Specialties)

ROGERS & HALL COMPANY

Polk and La Salle Streets, Chicago, Illinois

Wabash 3381 — TELEPHONES—Local and Long Distance — Auto. 52-191

Selling a Million Dollars' Worth of Second-hand Goods

Bradley, the Subway Contractor, Using a Series of Spreads—New
 Moments in Disposing of Second-hand Automobiles

SOMETHING new is always happening in the merchandising of second-hand articles. This is a vast field of selling in itself. Constructive campaigns are frequently conducted. The standards of the raising who is afford method market For paign Comp anyon lem s tracks Wi built York contr \$44.0 Penr him wort This for was bus sell B G wor to fled a p dis of tie to ta ea pro ch th h g a e

cal to suppose that advertising would resell it. However, it was soon seen that an ordinary selling campaign would not do. Something big, broad and compelling was necessary. Second-hand machinery is advertised rather extensively, but

PRINTERS' INK

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"Whether you are a big contractor or a small one—whether you want to spend ten dollars or ten thousand—there are items in this price-list which fit your pocketbook and appeal directly to your requirements.

"Even if you don't know just what you want, and have nothing definite in mind, send for the price-list, anyway, and look over the items; the stock is so enormous that merely glancing over the items will likely suggest something you can use at a price so attractive that you cannot afford to miss the opportunity

pocket and make you want to own the equipment without delay."

Much of the copy has a strong mail-order flavor. Some of the equipment is listed and described in the advertisements. This is done not so much to bring orders through the mails as to give the reader a taste of the catalogue and to whet his appetite for the real thing. But, then, too, the copy does bring mail-orders. In one of the spreads a photograph of two pages of the price-list was shown. Readers evidently took the trouble of deciphering the mi-



"I Have One Million Dollars' Worth of Contractors' Equipment to Sell," Says William Bradley,

Big Bargains For Everybody

Had that motor car—wouldn't it be a money-maker for you? Here is a chance to buy a fine car at a price you can afford.

Get the Price List

Bradley's Contracting Company
 (New York Office)
 New York City

ONE OF THE SPREADS IN A TECHNICAL PAPER THAT BROUGHT RESULTS

"Remember this—"

Pages 57 and 58 from last week's Printers' Ink.

microscopic type that appeared in the picture, because checks were sent for many of the articles listed here. A large, roomy, signature-inviting coupon is run in most of the "ads." William Bradley's picture is played up in some of the advertisements. His picture appears, and part of the copy is written in the first person. An extensive set of photographs of the equipment, both as it appeared in action and as it now looks in storage, were taken, and are used effectively in the advertising. These double-page spreads have now been running for several weeks and have already sold a

Through Engineering News

Printers' Ink says: "If anyone ever had a selling problem that is out of the beaten track this firm is it"—but Engineering News solved it.

Printers' Ink says: "However, it was soon seen that an ordinary selling campaign would not do. Something big, broad and compelling was necessary." This "something" was supplied by the Make-It-Pay Department of Engineering News.

Printers' Ink, on page 58, quotes copy from one of the Bradley advertisements. This copy, as well as every line in the Bradley campaign, was written by the Make-It-Pay Department of Engineering News.

Printers' Ink says: "Coupons are coming in generously. Every mail brings orders, accompanied by check. Telegraph orders are frequent"—and these results are directly traceable to the pulling power of Engineering News, because Engineering News is the only paper Bradley is using, and the only paper which was considered.

ENGINEERING NEWS is the engineers' and contractors' paper, published at Tenth Avenue and Thirty-sixth Street. It is one of the five *Hill Engineering Weeklies*.

Notice to Manufacturers!

A number of manufacturers have obtained Certificates of Endorsement of their article from the Bureau of Household Efficiency conducted by Today's Magazine, knowing that the publication reaches 800,000 married women in small towns, and desiring to quote its endorsement in circulars and other printed matter. Incidentally, the magazine was able to recommend the product in many cases to readers who wrote in for advice about housekeeping devices.

This bureau is the only one connected with the small-town field. Others, whether magazine-owned or otherwise, are in touch mainly with metropolitan families. Endorsement in both fields is valuable.

The Bureau wants to know as many good housekeeping appliances as possible, as a matter of service to Today's readers.

If you wish *your* article tested, there will be no expense to you beyond freight to and from the place of examination (Long Island). You incur no obligation to advertise. The Bureau is purely advisory to subscribers and independent of the advertising end in every respect.

A handsome certificate on India paper is furnished, sealed, and signed by Hope Hammond, head of the Bureau and a recognized authority. With it is given the right to attach labels of endorsement to the goods themselves, for the printing of which we supply electrotypes.

If your product measures up to accepted standards of efficiency, durability, convenience and safety, we will be glad to hear from you.

BUREAU OF HOUSEHOLD EFFICIENCY

Today's Magazine

461 Fourth Avenue, New York

Rapid-fire Distribution Methods Uncover Big Market

Heavy Advertising Campaign on Hump Hair Pins to Follow Country-wide Capture of Trade Channels in Two Months

A VIRTUALLY national distribution for the new Hump Hair Pins in a bare two months of campaigning sounds like Aladdin's lamp. Hundreds of window displays and store demonstrations, mostly unsolicited, sounds still more like it. And a sizable factory sold up two years ahead on the basis of its present production and a new, bigger factory a-building, all out of the same two months' promotion, almost confirm it.

Just the same, luck was the last element that entered into the success. Sol. H. Goldberg, president of the Hump Hair Pin Manufacturing Company, had been working on the invention for eight years, it is said. And the merchandising campaign has been nearly as thorough. It has been no secret. Half the women in Chicago probably knew about it, because Mr. Goldberg had been distributing the hairpins to everybody. The trade knew about it, too, and about the preparations to market the pin. They were very much interested. They recognized it as a world-beater, if it were handled right.

"But there was one more thing the jobbers wanted to know before they would stir," said Mrs. M. E. Jones, of the Williams and Cunningham Agency, of Chicago, which is handling the account, "and that was if it was going to be advertised. As soon as they learned that it was, they couldn't take hold too quickly. The campaign started in Chicago, and before we could get out into other

cities to arrange local newspaper campaigns, we found window and store displays running full blast in department stores, five-and-tencent stores and even drug stores, like Liggett's, in New York. The jobbers and the visiting buyers had done it. The practically national distribution that we now have has been obtained in just this way, with Mr. Goldberg himself, one salesman and two or three of us from the agency do-



**First Get the Free Samples
Try Them in Your Hair**

Before you're worn down on hair you'll go back for the big package. That's why we say: "Try the sample first." The HUMP Hair Pin truly sells itself. Every woman is amazed at the wonderful improvement it makes in her looks. She can sleep all day, work, drive, dance for hours, and keep her hair in place—without losing a single pin and without any of the pulling or headachy feeling of the old common wire or shell hair pin.

HUMP Hair Pins

It's the greatest invention of this age to help women keep their hair. The original patent is in the hands of the inventor, Sol. H. Goldberg, and the right to sell the HUMP Hair Pin is in the hands of the inventor. Since then, the HUMP Hair Pin has been sold in every state in the Union. It's the only hair pin that's been sold in every state in the Union. It's the only hair pin that's been sold in every state in the Union.

This Big Package, assorted sizes, 10c. Single packages, 5c.

HUMP Hair Pin
"LOCKS THE LOCKS"

THE HUMP HAIR PIN MFG. CO., CHICAGO
Sol. H. Goldberg, President. John Holmes, Sales Manager, Import, New York

ONE OF SERIES OF BIG-SPACE NEWSPAPER ADS IN TEN-DAY CAMPAIGN SHOWS HAIRPINS AND PACKAGE



ing all that has been done at the promotion end."

Very well, the ultra-conservative business man will remark, now that the factory is oversold and the trade is co-operating and telling the consumer, why not soft-pedal on the advertising and take the enormous profits that must be there for the pioneer who has "put it over" almost in the flourish of a wand? Why not recoup for eight years of waiting and outlay?

There are even weightier reasons against advertising at this time than those stated. With the steel market in its present shape it would be, and is, difficult for the ordinary concern to get all the steel that it needs, even when it is willing to pay the price. And steel is needed not only for the hairpins, but also for the new machines that must be built, and for the new factory that must follow. And labor costs were never so high. On top of these disagreeable arguments put the further one that deliveries to the East were nearly a month behind. Why advertise and go on piling up a demand that could not be completely satisfied and that might at any time turn into dealer-dissatisfaction because of that?

PLANNING BIG CAMPAIGN

The owner's answer to this question was to carry the newspaper campaign into every large city, a ten days' campaign in all of the leading morning and evening papers—three 800-line ads, two 500-line and several 100-line name-plates—and to plan a three years' national campaign in the magazines (to start as soon as he can get the copy into them) that will run into large figures. The advertising, he well knows, is not for the present, but for the future. A year more will see him well out of his production problems, or the most of them. He will be ready then for big business. In the meantime there is the market to hold and protect. It is a time for building good will and forestalling invasion. Every second is vital.

The new hairpin is said to owe its origin to a remark made by one of the daughters of the late Joel Chandler Harris at the inventor's house in Chicago. She had remarked on the perversity of hairpins and expressed the wish that someone would invent one that would actually pin and stay pinned. Mr. Goldberg, struck by the remark, sent out for some wire and a pair of pliers and attempted an improvement that had not been made in thousands of years. That was the beginning of the pin. It

took far longer to invent a machine to make it, and plan the marketing of it.

Of all branches there is probably none more active and better organized than the notion line, and none where a low-priced, trade-marked, advertised article of real value can be depended upon to speed more rapidly through all the arteries of trade. There were a great many different kinds of hairpins at this time in papers and boxes, but few or none of them appeared to be bought by brand. The trade was confident that an advertised hairpin, if it possessed any superior merits and was not too expensive, would surely "take."

To clinch the market a basis was given for other talking-points. The hairpins were made extra tough and light. An ordinary head of hair may carry thirty or forty hairpins, and these possess in the aggregate no small weight. One of the Hump Hairpin demonstrators went into a hairdresser's one day and counted the ordinary hairpins used in doing up her hair. There were sixty of them! Just half that number of Hump Hairpins sufficed. That represented a big gain in comfort. And the Hump Hairpins held, while many of the common ones slipped out in time and let the hair sag.

HAIRPINS NEXT IN COLORS

The company now plans to have the pins made up in different colors to match different tints of hair, but the shortage of dyes has prevented that for the present. Success has been won on the black shade alone.

The campaign had been scheduled for the winter. As the time approached, it became obvious from the jobbers' orders that the factory facilities were going to be strained. The last doubts of the field had been swept away by the promise of advertising. The president of the newly formed company would have held up the campaign, if he could have done so, until the steel situation had straightened out, the freight congestion been relieved and factory facilities enlarged, but it was too

late to await these. The stage had been set and the orchestra was playing.

It had been arranged to open up in each jobbing center with a trade advertisement, in place of a trade circular, on a Friday and then give the dealers a "Hump Hair Pin Week" of advertising in the principal newspaper mediums, morning and night.

The Chicago trade had been so well primed that the Friday announcement was skipped and the first announcements came out in the Sunday papers, 200 lines over four columns. It read: "Please Do Not Buy More Than Two Packages of the New Hump Hair Pins This Week."

ONLY ENOUGH FOR CHICAGO

"That meant just what it said," said Mrs. Jones. "At that moment we had only enough hairpins to take care of Chicago, and the wire situation was critical. We foresaw heavy sales and possible difficulties in keeping the demand supplied. We thought that would be a good thing to tell the public, even if it did not have an absolutely soothing effect.

"The day after that first Sunday advertisement appeared, Butler Brothers placed an order for 4,000 gross of the packages and other jobbers, department stores and chains were ordering in proportion."

The newspaper announcements were only the culmination of a thorough preparation. The inventor had noted that in practically every case, the old-fashioned hairpins were put up in plain or indistinctive packages. He therefore went to the other extreme and had a package designed that was exceptionally attractive. The ten-cent package has four assortments of hairpins in separate compartments, the whole unfolding into a hanger for the wall or dresser. It is decorated and printed in offset in several colors. The five-cent package contains only one variety of pins. Both were designed as much for display as for home utility.

To supplement the package in the window and store there were

window-cards and a large enameled metal cut-out in the shape of a camel, which is the trademark of the Hump Hair Pin. The cut-out is a stand with holders for the five sizes of pins. It was given to all merchants who bought a gross of the goods.

It was arranged to give away samples of the new pin during "Hump Hair Pin Week." They were not given out at the hairpin counter but in other parts of the store. In some stores, for instance, little girls gave out the envelopes at two doors. Each envelope contained three sizes of pins.

"In many of the big stores," said Mrs. Jones, "we had demonstrators. There were fifteen or twenty of these demonstrators going at once. We had four or five of our own girls, but the demand for the hairpins around the counters was so great that we persuaded the managements to let us have girls off their waiting-lists to act as 'blind demonstrators' at the counters; that is, just wait on those who wanted to be shown, without soliciting. We had demonstrations and samplings in this way in stores that had never before permitted it."

EXTENDED TO OTHER CITIES

After a successful week in Chicago, the campaign was extended to Minneapolis and St. Paul, St. Louis and New York, and is planned for other centers. In each case, when the representative of the company arrived in town to start the newspaper advertising, he or she found that some of the stores had anticipated it, having profited by Chicago's experience. All of the jobbing houses had given exceptional co-operation, packing the company's circulars and talking the new notion up to the trade. Butler Brothers also gave a page in their catalogue. All of the jobbers gave displays in their offices.

"All of this co-operation was given without any bonuses or concessions," said Mrs. Jones. "We did not have to give any.

"In the other cities than Chicago we ran an introductory ad ad-

dressed to the dealers on the Friday preceding the 'Hump Hair Pin Week,' instead of depending on the usual trade letters or circulars. This was to prevent any possible attempt on the part of shell-pin or other hairpin houses to forestall us with a local campaign."

The whole selling and advertising campaign, for which the head of the house is responsible, is markedly original. It is planned, for instance, to have no two pieces of advertising copy alike. If there are four insertions in the morning papers of 800 lines apiece, they must all be different, and if the schedule calls for insertions in the evening papers, these, too, will be all new, both as to text and pictures.

"This was not the case with the advertising in New York," said Mrs. Jones, "because there I had the misfortune to lose all of my copy and matrices through the mistake of a green hotel girl, who cleared them all up and sent them down to the furnace, and I had, therefore, to be satisfied with repeating the only ad I could get up in time. But in every other city we changed the copy for every insertion and every paper. It is believed that where the copy is different, more people read it—merely notice it. In this way it is possible to cover more points than where one simply takes up one a day or a week.

"I hope I have not given the impression that we have obtained all these fine results without work. There was a lot of it in and outside of Chicago before the advertising campaign was launched. After the campaign started and the word was passed along, it was all one way, but in the beginning there were hitches enough, even with all the care we had taken. Many times buyers denied themselves to the salesman, for instance, not understanding the situation and failing to realize what advertising would do. Then I would go after them. I was generally able to disarm them by informing them that I had no intention of trying to sell them, but that I had come around to see what advertising matter they wanted and how they were go-

ing to co-operate. In this way I was able to tell them the whole story of the Hump Hair Pin, and almost without exception they were intensely interested.

"The Chicago newspapers and many of the newspapers outside of Chicago gave us great help by sending their representatives around to the department and other stores and getting them properly informed of what we were doing. When we think of the way the stores have taken hold in the spring of the year, when the windows are supposed to be full of tailor-made suits and gowns and nothing else, we are deeply indebted to the co-operation we have received on all sides.

"We shall continue the local newspaper campaigns in various centers as long as necessary and then on special occasions. Our magazine promotion will be started as quickly as I can catch the insertions. We have planned colored inserts and a good representation of other copy in the fashion and women's publications. A three years' campaign has been laid out that will mount well in six figures."

Channing Toy to Leave "Atlantic Monthly"

On June 1, Channing Toy will leave the organization of the Atlantic Monthly Company, with which he has been associated as advertising manager. In the future the advertising department will be directed from headquarters in Boston by MacGregor Jenkins, general manager. F. S. Mygatt, who has covered Pennsylvania and the South, has been appointed Eastern manager, with headquarters in New York. He will continue to cover his former territory.

McCann Has Chickering Account

The Chickering Piano Company, of Boston, will in future handle its advertising through the H. K. McCann Company, New York.

Big Paper Mill Is Sold

The Combined Locks Paper Company plant at Combined Locks, Wis., has been purchased by the Birmingham-Seaman Company, Chicago, for \$600,000.

The Pompeian Company, of Baltimore, Md., is preparing to put on the market a salad dressing. This firm has advertised its olive oil for several years.

"Schwab's Bonus Men"

an article by Edward Mott Woolley is such a good description of so important an issue in modern business that we feel justified in thus calling it to your attention. One of the introductory paragraphs reads:

The Bonus Idea

Seriously, the story of the Bethlehem Steel organization is a profound study in the psychology of management. The underlying thing about this organization—the thing that sets it apart from the ordinary aggregation of men in a manufacturing enterprise—seems to be its method of developing executive ability.

And, after making due allowance for the exaggerated and misleading bonus stories about the Bethlehem people, it can scarcely be doubted that the bonus has been one of the main factors in creating this superb organization. The bonus partly puts men in business for themselves. Some men, of course, will never respond to a bonus, but it is certain that the high type of constructive executive will not respond to a niggardly financial incentive. Mr. Schwab is a very notable example of that type of employer—becoming more and more common—who does not hesitate to take his picked men and make them rich.

This article appears in the May 13th issue of

5¢ a copy
Collier's
THE NATIONAL WEEKLY

New York—Chicago—Boston—Philadelphia

SIX MONTHS' RECORD

THE country is prosperous, and we believe all established business houses will show gains this year, but we also believe that the figures for PICTORIAL REVIEW indicate that it has accomplished much more than natural increases.

The circulation of PICTORIAL REVIEW is now 1,350,000, and the remarkable feature of this is found in the fact that no special circulation efforts are being made. Our guarantee has been 1,000,000 and with July is increased to 1,200,000. We have had so much more than our guarantee that there was no object in "forcing." The increases in circulation have come as a result of a distinct demand from the reading public. They want the Magazine.

The advertising volume for the first six months of 1916 shows an average gain of over thirty-five per cent (35%) as compared with the same period last year.

We know that by a big margin our gains for the first five months of 1916 exceed all publications in our class, and as our gain for June was forty-three per cent (43%), there can be no doubt of our leadership for the six months' period.

The Magazine is constantly interesting new friends, but its stronghold is with the people who have used the publication and found it profitable.

Eighty-four per cent (84%) of the volume of advertising carried during the first six months of this year was received from advertisers who used PICTORIAL REVIEW last year. This is a wonderful record of re-orders for a growing magazine.

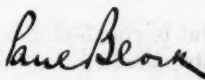
Sir Gilbert Parker, Maximilian Foster, Kathleen Norris and Mary Roberts Rinehart have contributed the recent big serials to PICTORIAL REVIEW. Irvin S. Cobb, Corra Harris, Emerson Hough, Eleanor Hallowell Abbot, Henry Kitchell Webster, Melville D. Post, and Richard Washburn Childs will contribute stories for the immediate future.

Without the least fear of contradiction or argument, we claim that no other woman's magazine offers fiction as strong as PICTORIAL REVIEW.

And no other magazine features PICTORIAL REVIEW Fashions—the greatest single fashion influence in the country.

And then a dozen strong departments—Household, Cooking, Mother and Babies, Entertainment, Home Building, Furniture, etc.—all, we believe, as good as the best.

Along these lines PICTORIAL REVIEW has built a great and prosperous magazine.

Lane  Inc.

NEW YORK

CHICAGO

BOSTON

DETROIT



Gillette, Auto-Strop and Durham-Duplex sell on approval.

Yet, liberal as they are, none of them makes every new blade a reminder of the guarantee.

Which is where they differ from The Farm Journal, which carries this notice in *every* issue:

GUARANTEE TO SUBSCRIBERS

Realizing that persons unacquainted with THE FARM JOURNAL may hesitate to subscribe and pay for five or ten years in advance, we guarantee:

(1) That within three months after paying for THE FARM JOURNAL any subscriber may notify us to stop the paper, and the full amount paid for the subscription will be refunded.

(2) That after three months any subscriber may order the paper discontinued, for any reason, or for NO reason, and the unused proportion of the amount paid for the subscription will be refunded.

Burglary Insurance

By Ray Giles



ONCE in the rosy days when I prepared advertisements on my first account, I brought perfect into this world a certain eighteen-word sentence. It was striking. It had character. It was original in workmanship. It summed up in telling fashion one of our best arguments. I looked upon that sentence and found it good. So out it went into the world.

A month or two later I picked up a copy of one of the leading weeklies. In the advertising section was an announcement by one of our big competitors. I started to read it. Two paragraphs down I came upon my beloved eighteen-word sentence, cribbed word for word, each charming syllable, each masterful emphasis, not the change of a dot.

Of course, I was nettled at first. But then a feeling of pride began to come over me. "It was so good," thought I, "that they just couldn't help stealing it. I am becoming such a good writer that the copy pirates are watching me."

The sales manager and a couple of the officers noticed the theft. "We've got them on the run," said they. They patted me on the back.

As a matter of fact they were wrong.

What they should have said was something quite different: "Young man, it is true that your sentence had one of our best points of difference. At the time of writing, its theft seemed impossible. But it is part of your job to make our advertisements burglar-proof. There must be ways of expressing talking points so that they cannot be appropriated without the most transparent kind of fraud.

"The best selling argument isn't the kind that's *imitated*, but the kind that's *unstealable*."

Instead, I had to find that out for myself.

I think we may make up our minds that when our advertising

arguments are lifted outright by others it is a serious reflection on our work come home to roost. We have failed to put our arguments in such form that they are practically theft-proof. We have gone out for the evening with doors and windows open, when a few minutes more would have fastened latches and set the burglar alarm.

But *how* can the advertiser get a burglary insurance policy on his copy? There are two methods.

THE DANGER OF EXCESS TANGIBILITY

It seems to me that in the effort to be frank and specific, we are too often apt to publish a handy list of arguments for competitors.

Let me give a few examples.

Some years ago, one of the highest-priced automobiles started to devote a season's advertising to "comfort." An apparently strong advertising point was made out of "ten-inch upholstery." According to my memory, only a few months had passed when a number of other cars in all price classes were also barking "ten-inch upholstery." What was the good point worth *now* to its originator?

Suppose, instead, that the manufacturer had made his upholstery different in some small way. Suppose he had then searched out a "made" word suggestive of the soft comfort of an Oriental cosy-corner. Without spending too much time on it let's say the word was "Khedival." And the manufacturer advertises that his car is the only automobile which has the deep, luxurious "Khedival upholstery."

Granted that "Khedival" on first acquaintance isn't in it with "ten-inch" for conveying a striking picture to the mind. But it should not be forgotten that names have a way of piling onto their value as months and years go by, while over-definite facts drop very rapidly in value, coming in time to bore us through

their utter lack of illusiveness.

"Ten-inch" invited the thieves, while "Khedral" when registered would have been as safe and tight as an empty purse centered in an iceberg. "Ten-inch" lasted perhaps a year. "Khedral" could have still been used to-day.

Did tangibility pay?

Another automobile instance is illuminating. The Hudson car is at present being advertised as the "Hudson Super-Six." I'm not making out a brief for the word "Super-Six." To many it may sound like a bombastic advertising generality. But "Super-Six" at least is partly insured against burglary.

As I understand it from friends in the trade, the word "Super-Six" results from a motor design whose unusual feature is a balanced crankshaft which pares down vibration so far that a wonderful gain is made in smooth running.

What roaring good copy that crankshaft design would make! Why not use it?

My guess is that if Hudson centered their talk on a balanced crankshaft, you would see in a year or less the Tom Car, the Dick Six and the Harrymobile doing the same! Simply solder balancing weights onto their shafts and pull Hudson down to their own lower level.

Buick's valve-in-head design used to be a distinctive talking point. But count the valve-in-head family to-day. Might not a "made" name have insured at least in part the value of that talking point?

Well then: One of the soundest little policies against burglary is—the use of a suggestive "made" word to cover a specific talking point. Preferably, this word is one which can be registered.

One phonograph manufacturer lists a "practically indestructible" needle. Victor beats that with its "Tungstone" needle.

Collar manufacturers have mentioned "strong buttonholes." One features instead his "Linocord" buttonholes.

The "made" word has, of course, its disadvantages. At

times it seems impossible to produce one which is descriptive, suggestive and registerable. And unless well conceived, the "made" word may often have a cheap ring.

In which case you might apply to another casualty company just across the street. Its head is named inference. Old friend inference is harder to cultivate, but he has a deal of power behind him. Notice the difference with and without.

One advertiser says, "The Jones label stands for pure woollens, thoroughly shrunk and tailored by skilled workmen."

Hart, Schaffner & Marx, when speaking of their label, say instead, "a little thing to look for—a big thing to find." How the dickens are you going to swipe an argument like that?

One collar manufacturer can announce his collar as the "most durable." But another collar advertiser actually did for a time feature "Count the trips to the laundry." Which sounded not only frank and fair but by inference you were quite ready to believe that he would make good on that basis.

One company might advertise electric-light bulbs as made of such-and-such filament. Meanwhile "Mazda—not the name of a thing but the mark of a service" fairly batters in poor little filament's mealy face.

The use of inference and descriptive "made" words, then, are two means of keeping off copy pirates. They are not easy tools to handle and they are not as spectacular as "punch," "fact-talks" or the other gallery fillers. But they're long-winded and the work they do is seldom overthrown by anything less than a tornado.

Hinkley With the "Gentlewoman"

Arthur A. Hinkley, until recently publisher of *Home Life*, has sold his interest in that publication and is now with the *Gentlewoman*, published by W. J. Thompson, New York. Before his connection with *Home Life*, Mr. Hinkley was with N. W. Ayer & Son. He will have charge of the advertising department of the *Gentlewoman*.

Geo. L. Sullivan New Fisk Advertising Manager

On June 1, 1916, George L. Sullivan, who has been associated with Bromfield & Field, Inc., advertising agency, of New York City, will become advertising manager of The Fisk Rubber Company.

Miss M. G. Webber, who has supervised the Fisk advertising in the past and who has been responsible for many of its unique ideas, and George B. Hendrick, who has been in charge of publicity, will act as his assistants.

Mr. Sullivan's initial advertising experience was with the Boston Woven Hose & Rubber Company, in the sale of Vim bicycle tires. Later he became advertising and special sales manager of the Daniels & Fisher Stores, of Denver, Colo., where he had charge of the merchandising of stocks of all kinds. For three years he was with the American Locomotive Company, first in charge of advertising and later in the establishment of agencies, and because of his work in that direction, was made supervisor of branches, and later manager of the branch at Chicago, in which position he remained until the American Locomotive Company withdrew from the manufacture of motor vehicles.

Bruske Makes Change

Paul H. Bruske, of the Maxwell Motor Car Company, Detroit, is now manager of the O-So-Ezy Products Company, Detroit.

New Fraudulent Advertising Law in Massachusetts

The efforts of the Boston Chamber of Commerce to do away with the antiquated fraudulent advertising law in Massachusetts have resulted in the passage of an entirely new law which was signed by the Governor April 24. The text is an amended form of the PRINTERS' INK Model Statute, penalizing statements of fact which are untrue, deceptive, or misleading and which the advertiser "knew, or might on reasonable investigation have ascertained to be untrue," etc. A special clause exempts publishers and printers, also advertising agents and employers, who publish or prepare advertisements in good faith. The penalty remains the same: a fine of \$10 to \$500 for each offense.

Haynes With American Lithographic Company

G. P. Haynes, who for three years did promotion work on *Cosmopolitan Magazine*, has joined the Publicity-Promotion-Service Department of the American Lithographic Company, as assistant to C. E. Woods. Before connecting with *Cosmopolitan Magazine* he had broad experience, covering seven years in advertising-agency work and another seven years with magazines and newspapers.

**The
George L. Dyer Company
42 Broadway
New York**



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

Hotckin Clears Up Misunderstanding About His Speech

CHELSEHAM ADVERTISING AGENCY, INC.

NEW YORK, May 6, 1916.

Editor of PRINTERS' INK:

It is very interesting to read the letter of Mr. L. G. Meads, of the advertising department of *Scribner's Magazine*, published in PRINTERS' INK this week, in which he takes exception to my talk before the Representatives' Club two weeks ago.

It is always interesting to get the other man's point of view, especially if he is willing to talk as frankly as Mr. Meads talks in his letter; but Mr. Meads' letter is devoted rather to expressing his own opinions than to controverting the statements which I made to the Representatives' Club; because the article demonstrates quite definitely that Mr. Meads either was not present at that luncheon and read excerpts of my address afterward, or that he only heard parts of my address and drew his conclusions from fragmentary remarks, which made the deepest impressions upon him.

Mr. Meads bases his whole contention on the assumed premise that I was advocating that all periodicals should publish "treatises tending to promote the sale of goods advertised" and should make other editorial concessions to advertisers.

I am sure that the membership of the Representatives' Club will vindicate me from such an accusation. To assume to go before such a body with such a demand as that would be ridiculous, as well as in bad taste, on my part. In the first place, I did not go before the Representatives' Club to make any demand on publications, or to suggest that advertisers, or advertising agents, were expecting any favors or concessions from publications.

To go as the guest of the Representatives' Club and to be so misunderstood is as unfortunate as it is humiliating.

I simply suggested what I would do, if I were the publisher of a magazine, to help make advertising more resultful in my publication. I made no demand, direct or implied. A publisher or advertising manager could use the suggestion or not.

I spoke to the Club in the spirit of helpfulness to men who were expecting that I might be able to say something that would stimulate them, and help them sell more space in their mediums.

I definitely stated that I was not presenting a new discovery, but was endeavoring to show the possibilities of development along lines which certain magazines had already proved to be beneficial.

I definitely stated that the articles of which I approved should be no part of the regular body of any magazine. That they should be edited in the advertising department and written for the advertising department, and printed as totally separate from the editorial body of the publication as though they appeared in another magazine.

They would have exactly as much ethical right to appear in a highbrow magazine as the advertising itself. The

fact that advertisements appear in high-priced magazines at all is only because the publishers avowedly are seeking an income beyond that paid by the subscribers, and it would be quite as much in keeping with the proprieties for the reader of a high-class magazine to resent the introduction of advertising in his periodical as to resent the introduction, among the advertising pages, of an editorial article about the advisability of having fire-extinguishers in the home.

Never, in any statement that I have ever made, have I advocated either the changing of any editorial policy, or a free press notice of any nature for any article advertised.

Mr. Meads quotes the statement often heard, "They're killing that publication by editing it to attract advertising." I would like to know whether that statement has ever been made about *Vogue* or *Good Housekeeping*, which are the two publications which most definitely carry out the ideas of which I approved at the Representatives' Club Luncheon.

Mr. Meads makes the statement, preceded by an exclamatory "No!": "Advertising men must not expect publishers to do their work."

If Mr. Meads were doing justice to my talk, he would know that I stated at that time, with all the emphasis I could, that advertisers do not want any free editorial advertising of their commodities—that they will take care of that work themselves, by exploiting their own products. My whole contention was based on the statement that Harold Bauer, for instance, who has made famous records for electrically played pianos, could speak with authority about music that could be produced by those records and about the educational value of a player-piano in the home as no self-interested advertiser could speak to the public. The advertiser, being prejudiced in favor of his own commodity, naturally cannot have the weight of influencing public appreciation of the uses of that commodity like a man or a woman eminently respected by the reading public who has no self-interest.

It is most regrettable that Mr. Meads should have become stirred up into an almost passionate resentment about my talk, as expressed in the last two paragraphs of his letter, when it was all caused by a superficial reading or hearing of what I said at the Representatives' Club. I am sure that I was more correctly understood by the majority of members present.

W. R. HOTCKIN.

Quick Action by Carnation Milk

During the recent "milk war" in Chicago, in which the milk producers demanded an increase in the price received by them, Carnation Milk was advertised in an emergency campaign in the newspapers. The appeal in the copy was based on the possibility of a milk famine and dwelt upon the convenience in purchasing the family milk supply at the grocery.

One Wyoming Woman

A Wyoming woman sent us some photographs and sketches of her ranch house and asked us to remodel the entire dwelling.

THE Delineator

After studying the problem, Mr. Rayne Adams, our consulting architect, drew plans and wrote her detailed directions.

This is the sort of service that has built up the exceptional loyalty of Delineator subscribers.

The Delineator

One of The Butterick Trio

Member A. B. C.

Lynchburg Foundry Company

MAIN OFFICE
LYNCHBURG, VA.

MANUFACTURERS OF
CAST-IRON PIPE
AND FITTINGS

WORKS AT
RADFORD, VA.
LYNCHBURG, VA.
ANNISTON, ALA.

U. S. PATENT
OFFICE, WASHINGTON

Chicago, Ill., April 21st, 1916.

Engineering Record,
#239 W. 39th Street
New York City, N. Y.

Gentlemen:-

We feel that the results obtained from our first page in the "Engineering Record" April 1st issue, warrant an expression of our appreciation.

Inquiries have come from all over the United States and Canada. It would be impossible to give the exact number to date, but a very conservative estimate would place it at not less than six hundred - and still they come. In fact, we have found it necessary to order a new edition of our "McWane's Hand Book".

Furthermore the signatures of those answering our advertisement almost invariably indicate power to specify or buy.

Good copy in the right medium surely brings results.

Yours very truly,

LYNCHBURG FOUNDRY COMPANY

GRJ/HRR

W. H. Johnson
GENERAL SALES MANAGER

PRINTERS' INK



As You Turn the Leaves of the Evidence Book

It doesn't take you long to understand why

Engineering Record

For more than 5 years has continuously carried a greater volume of paid advertising than any other medium in the civil engineering and contracting field.

And this leadership is shown, not by finely figured percentages, but by a *large margin*. "Good copy in the right medium surely brings results."

Incidentally, the Lynchburg Foundry Company's letter indicates how thoroughly Engineering Record is read by engineers and contractors interested in waterworks construction and equipment.

Our issues of June 3 and June 17 will give special editorial consideration to waterworks subjects of timely interest in connection with the convention of the American Waterworks Association at New York, June 5 to 9.

An exceptional advertising opportunity for makers of waterworks equipment. Details on request.

McGraw Publishing Company, Inc.

239 West 39th Street, New York

Electric Railway Journal, Electrical World, Engineering Record
Metallurgical and Chemical Engineering

Members Audit Bureau of Circulations

Not only has Leslie's gained 41,492 lines in the first four months of 1916, but we have (May 1) on our books *a larger total of business definitely scheduled for 1916 than we carried in all of 1915.*

All additional business secured in the next eight months will be net gain.

We believe there is a coincidence between our prosperity and that of the 420,000 homes which pay us over \$2,100,000 a year to receive Leslie's every week.

Leslie's now ranks fourth among all general periodicals (weeklies, monthlies, and women's) in volume of advertising carried

LUTHER D. FERNALD, ADVERTISING MANAGER

Leslie's

Illustrated Weekly Newspaper
Established in 1855

Boston

NEW YORK

Chicago



("French troops embarking for the front"—one of 50 news pictures in a current issue of Leslie's)

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Opening Up the New York Market with the Powerful Wedge of Service

How One Concern Fought for the Big Stake of Predominance in the
Metropolitan Field by Focussing Attention Also on Credits
and Collections

By a New York Manager

"VALUE is the body of service. Courtesy is its clothing." I set this as my standard when selected to open up a branch in New York City—the most wanted and most feared market on any continent.

Value I divided into:

1. Products well worth to the consumer the price asked.
2. Adequate profit margin to the jobber and retailer.
3. Replacement and exchange service free from superfluous red tape.
4. Punctual deliveries.
5. Sound credits.
6. Sane collections.
7. Exceptional treatment of the exceptional.

Courtesy I did not bother to divide. To me it is a part of business to be lived. The pleasing smile and the promising word may be either courtesy or treachery, for courtesy which is but a lying veneer is deadly. Business courtesy is not that of the ballroom. Kindness, not manners, must be its backbone. I despise the courtesy that garnishes an empty platter, and that is why I put service first and courtesy second—but to get the price—in the Ritz or over the counter of an East Side drug store—they must work hand in glove.

Our nearest factory is located in Syracuse. I mention that at the start to explain the "why" of some of the little incidents which define my conceptions of service better than any gilded phrases.

At ten minutes past five my telephone rang and the maddest man in New York told me that he had bought the last bill of goods we would ever sell him. He was fighting mad and didn't even give

me his name. In sign language I directed the operator to call the central exchange on another wire and to secure the number of the man talking. He fairly spluttered as he said that he had lost the business of an office building not only for our toilet articles, but on all lines. He told of their complaint at our liquid disinfectant and of his examination, proving that every bottle in his place was only "colored water—an outrageous swindle." Then he rang off.

RENDERING RAPID-FIRE SERVICE

Our office closes at five. Only one clerk, the operator and the shipper remained. Our factory closes at five-thirty. The customer's office closed at five-thirty also, and was twenty blocks away—these two facts transpiring from our quick and anonymous follow-up of the customer's telephone number.

In those precious minutes our idea of service was to examine customer's

1. Invoices.
 2. Credit standing.
 3. Correspondence.
 4. References on original order.
- Then to phone:
1. Taxi.

2. One reference to find out if man was a crank—he wasn't.

3. Shipper to ascertain stock on hand of sizes of liquid disinfectant on customer's past orders.

4. Western Union to have factory express us dozen lots each size fresh stock.

Meanwhile a salesman's sample-case was loaded with specimens of our branch stock, and a dozen of each size strapped and placed at the door, guarded by my clerk.

At five twenty-eight I entered

the customer's store with my sample-case, leaving the case lots in the taxi.

That is the kind of service I call service. I surely do not call it an exceptional meeting of the exceptional—just service with a punch to it. While irrelevant to the service point, the complaint was caused by a dishonest office-boy who stole about three quarts of the disinfectant and filled the bottles up with water. We proved this to the customer's customer, and he held the account because he was able to be on deck when the morning came, ready with adequate explanation and perfect stock.

That service means thoroughness was well proved to me by an incident shortly after we brought out our "Combined Shaving and Massage Cream," which was aimed to get us in with large barbers over the heads of the three leading shaving soaps. Two hours and forty minutes after we received word early one morning from our biggest prospective customer that the samples "were raising Cain with his patrons' faces" we laid the blame at the proper door.

Naturally I made fast time from my office to the barber's, only pausing outside to introduce myself at the door to the physician I picked up by the simple method of asking before leaving my office, "Chief Operator—Emergency." He quickly diagnosed the trouble as acute chemical irritation and used carron oil, as I remember, which brought relief to five indignant men whose names, home and office addresses I secured. Before them I had myself shaved with the "combined" from a fresh bottle I had brought from the office—and in five minutes I was burning up!

This didn't settle it with me by any means, and while I was being treated I telephoned for my clerk to hurry down with a razor, a brush and a mug. I shaved him myself, although as five different barbers all had used the "combined" disastrously, I hardly thought the trouble came from their hands. After a breath-

less five minutes I knew I had won, as *with the same cream used on me* his face was unharmed.

By telephoning several hospitals I located a bacteriological laboratory, had one of their staff rushed down, and two hours later, by his sworn testimony, was able to absolve both the barber and ourselves. The trouble came from the razor-strops, which were new that morning and infected with some growth (ending in "zene") so rabid that the theoretical sterilization of razors did not kill it.

I have selected these two examples not because they were unusual or spectacular, but because, to me at least, they illustrate the principle of service, which, in plain English, is to spend money intelligently to secure immediate results.

AUXILIARY DELIVERY SERVICE

It is equally well but less interestingly covered by our "Service System," which starts in with "minimum reserve stock," automatic warnings not only on our toilet lines, but on everything which may affect the customer, such as advertising matter, and so on down to blank invoice forms. As regards our deliveries we anticipate troubles and breakdowns, and to win out in New York have arrangements with three truckmen, who for wartime prices guarantee day or night special deliveries, barring only "acts of God" and those not including rain or snowstorms.

It may interest some reader to know that we work on the principle of a fire department. When one part of our delivery goes wrong we start shifting our other arrangements to cover the whole territory. As each unit is called into play further shifts take place, until at a fifth emergency we can, by buying an extra three-and-a-half-ton auto truck outright, have it and a guaranteed driver at our door any hour in the twenty-four, in any weather it can reach there. Fanciful and unnecessary plans? So was our idea to make good in New York City in five years against the competition we have met. The stake was a big one to



Co-operating to Win Philadelphia

The corner of Broad and Chestnut Streets is the hub of Philadelphia's uptown section—the spot where more than a quarter million people pass daily.

Right at this central point stands Ledger Central—the Ledger's uptown office—with a huge display window for the free use of Ledger advertisers.

Every week some national advertiser secures attention through this window; for months ahead its use is sought. This is only one detail of the co-operative service the Ledgers offer advertisers who seek the Philadelphia Market.

The PUBLIC LEDGER-EVENING LEDGER cover Philadelphia's concentrated buying-power.

PUBLIC  LEDGER

Member A. B. C.

"OPACITY"

For Reducing Catalogue Costs

The present upset condition of the paper market calls for unusual care in the selection of the paper for your next catalogue. You will find many ideal qualities in "Opacity."

USES: "Opacity" is used by practically all of the big mail-order houses because of its superior printing qualities combined with light-weight. It is absolutely opaque, yet it comes as light as 25 x 38-30.

COST: "Opacity" is the original *postage-saving* light-weight catalogue paper. It is one of a very few papers whose cost has been only moderately affected by the raw material famine, and which has maintained all its good qualities. It is acknowledged to be the biggest value of any catalogue paper made.

DELIVERY: We have several machines running on "Opacity," and while we cannot make any future predictions, we are now making 30 and 60 day deliveries.

SAMPLES: Send today for samples of this famous paper and get our prices. You will find a Birmingham and Seaman office in every advertising center.

BERMINGHAM & SEAMAN COMPANY

*Radium Folding Enamel—Samson Offset—
Opacity—Crystal Enamel—Advance Bond—Elite
Enamel—Bulking Eggshell—and other papers.*

Chicago :: New York

St. Louis Minneapolis Milwaukee Buffalo Detroit

fight for and justified carefully determined "extravagant" expenditure.

I mentioned sound credits as a part of my conception of service. New York is unlike any other city from some credit angles. To begin with, nowhere else in the world do men take such flyers. A firm fails in circumstances smelling to high heaven. Then they offer 25 per cent for release of claims. Everyone swears at it, but accepts. A month later the same individuals start under a new name, ask for credit and get it. Actually!

Our plan in handling New York credits consists in my having unlimited authority in emergencies; when there is time I pass on credits only up to \$50, referring the balance to Syracuse, where our eastern credit manager is located. This system enables me to hide behind him or act as though we were the headquarters of the company, as circumstance dictates.

Let the files tell the story (names are fictitious).

My letter to Syracuse:

New account: N. R. Fox, Long Island City.

Jones order No. 168 for above, amounting to \$118.39, is unaccompanied by usual credit form, as salesman heard competitor's order canceled when references were requested. Jones spotted a National Drug salesman entering store after he left. Kindly secure special reports and wire decision.

Day letter from Credit Department, Syracuse:

Regarding Fox, Long Island, capital two years ago, hundred dollars; no recent statement; formerly salesman National Drug, who report small prompt payments. Write, blaming us, asking copy last financial statement and references; also amount of credit desired. Credit order if you get satisfactory financial statements showing five hundred excess assets.

My letter to Fox, Long Island City:

Dear Sir:

Our Credit Department, located in our headquarters in Syracuse, write us that they are desirous of opening an account with you, and rather than delay delivery of goods further in an effort to secure correct information through the usual channels, they suggest that we write direct, feeling sure that you will receive the letter in the spirit in which it is written.

We certainly do want your account,

and feel that we can give you excellent service as well as excellent products, and we hope that you will, at the opening of the relations, place us in a position to be on a firm foundation to last many years.

If you will send us a copy of your last financial statement and names of business houses with whom you have dealings, and also give us some idea as to the amount of credit you will need to give our lines adequate representation, we will at once communicate this to our Credit Department, and can assure you that it will be given prompt and careful consideration.

We enclose a stamped envelope and want you to know that if this letter conveys anything except what we intend to be the means of starting most pleasant and permanent relations, it is the fault of the disadvantages of letters over face to face conversations.

Awaiting your reply, we are,

Yours very truly,

Letter from me to Credit Manager at Syracuse:

Re N. R. Fox, Long Island City.

The letter written at your wired suggestion worked out very nicely, because Mr. Fox called to-day and showed us the statement he made to Bradstreet under date of July 2nd.

By looking this statement over and talking it over with him we were able to show him that he had made errors in it so that it did not by any means do him justice.

In it he put under liabilities his accounts receivable amounting to \$600 and then under liabilities included the \$300 to \$500 that he really owes for merchandise.

His statement was an excellent one, including nothing overdue, assets of \$3,450 and liabilities of \$400.

He certainly knows the game he is up against, which is jobbing in Long Island, and the writer, who has walked over most of this territory and covered three-quarters of the small stores in this section evenings can testify to Mr. Fox's accurate knowledge of these.

He has just bought and paid for a delivery wagon and Remington typewriter, and wants us to cut his order down by omitting the items calling for Onyx, which is really a sensible step at the start.

There is need for such a jobber as Fox, as Christiansen has been pushing Martin's, apparently having their agency for Long Island City and vicinity, and it was from the front seat of Christiansen's team that the writer got his best ideas of what such a jobber could do for our lines.

Fox promises to push our lines exclusively, for, as he says, there is nothing in it for him on toilet lines unless he makes up his mind to give some one make attention and simply buy as pickups from the National Drug any odd items where retailers insist on other brands.

Yours truly,

P. S. I attach memo we made out for Mr. Fox.

He has already sold one \$35 assortment and wants another.

The Fox account is absolutely the most loyal on our books. He has dropped every competitor and through his two brothers, one in Newark and one in Stamford, we get distribution beyond our wildest dreams. One of his teams one week placed fourteen of our \$16.60 window-display assortments in stores where a five-dollar purchase was the logical limit. Better still they followed up and secured over \$80 in reorders that fall.

I don't give the letters as models. I give them just as they came off my dictating machine, without comment or "reason-why" copy to sell them, because it is not the letters but the service—the telegrams to us and to credit agencies, the provision for prompt action on favorable information—these extra half dollars spent in service preparedness that makes friends or enemies.

Here's another letter—this time from my personal file.

From me to our auditor at Chicago:

Dear Blank:

Here's the meat of your letter of the 18th: "The New York branch spends more in taxis, wires and telephone service than all eastern branches combined. New York has you in the spendthrift clutches."

Of course you worded nicely, but I got you.

Seriously, dear Blank, we've got a good line—but so have our competitors. They're in and we're out here. I'm trying to build up service, service, service that they can't touch. I can do it because you and every man from Frisco to Bangor will help me and back me up, but as the firm has entered me in the "open" you mustn't expect that I can cash in by using a putter to drive with when I can buy a whole bagful of clubs, each just the one for some particular shot.

Yours very truly,

P. S. Ask Mortimer for originals of our trucking contracts—gaze at the prices we're bound to for emergency service—these will aid you to see what small things our taxi and telegrams really are!

"Datings" are a big curse in New York City. They have little excuse, for they are used as sales inducements like an extra discount instead of being based on purchases in advance of actual requirements. Even our colognes and toilet waters with a good percentage of alcohol will freeze, so it's common sense for us to load

our Northern trade in the late fall and figure out a payment date to equalize this overstock. Right in New York, with daily deliveries, there isn't the excuse, and with us and our competitors it leads to unsound crediting.

I argued it out of the "service" class of things competitors did that we should equal or better, and then set about remedying it. My plan involves less bookkeeping for us and in a sentence is just this: We allow discounting tenth of month following instead of ten days date of invoice wherever monthly purchases amount to over \$50, every other month customer having choice of full sixty-day terms or double bonus of free goods on numbers selected by us.

The real importance of this abolition of datings is best shown by an example from our records.

John Jones, credit limit \$200.

Invoice Jan. 1, 1913, \$106; outstanding November and December debt, \$84; total, \$190.

Invoices 1/10 and 1/20, 1913, \$22; outstanding debt, \$190; total, \$212.

Credit limit passed.

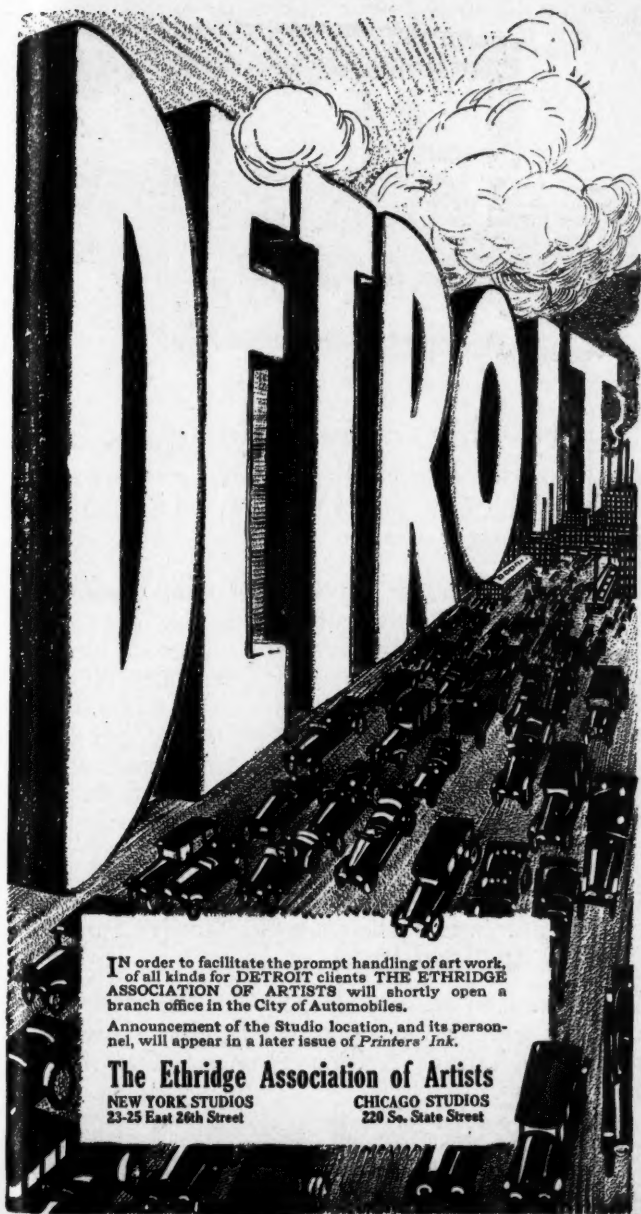
Orders of balance of January and February held until November and December invoices were paid, reducing debt to sufficiently beneath credit limit to permit shipment. Then comes:

Invoice March 1, 1913, dated as July 1, 1913, \$204.

This followed a clean sheet, but as maturity date on account of dating was September 1st, we could not ship even fill-in orders until that time.

Total purchases for year because of two datings and full 60 days on balance of orders limited to \$984, and there was only \$84 outstanding at the start of the year.

By abolishing datings and arranging valid discount plans (as you can check up easily) we sold the same concern on the same credit limit of \$200 the much more pleasing total of \$2,456. In this particular case it meant just so much less competitive goods sold, so the net gain to us (allowing



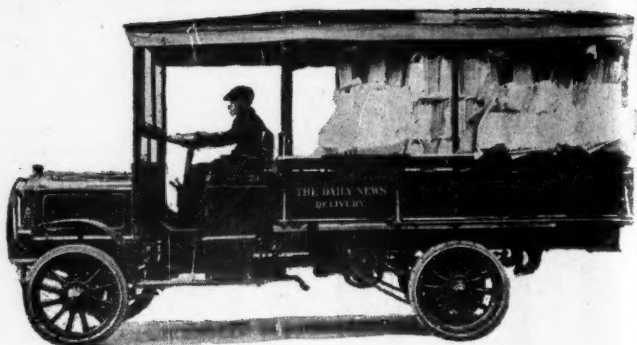
IN order to facilitate the prompt handling of art work, of all kinds for DETROIT clients THE ETHRIDGE ASSOCIATION OF ARTISTS will shortly open a branch office in the City of Automobiles.

Announcement of the Studio location, and its personnel, will appear in a later issue of *Printers' Ink*.

The Ethridge Association of Artists

NEW YORK STUDIOS
23-25 East 26th Street

CHICAGO STUDIOS
220 So. State Street



Eighty-nine delivery wagons and automobiles like these are used every day to deliver The Chicago Daily News in Chicago and suburbs.

These wagons travel a combined total distance of over 2,200 miles a day, or considerably over twice the distance from New York to Chicago. They distribute over 375,000 copies of The Daily News in Chicago and suburbs every day. (The total circulation of The Daily News is over 400,000.) The Daily News has a larger circulation in Chicago and suburbs by over 75,000 than any other newspaper, daily or Sunday.

As there are approximately 450,000 families in Chicago, it can readily be seen that The Daily News reaches *nearly every worth-while* family in the city in which English is read.

If you want to *cover* Chicago—let these eighty-nine delivery wagons and automobiles deliver your message through the advertising columns of The Chicago Daily News.



33 1/3 per cent for competitors' resultant gains on sales in district to other firms) was over \$2,800 real betterment of our position in New York.

You'll notice I haven't said a word about the worth of the plan with the slow payers who stretch sixty-day terms to 180—and there are lots of them, as any New York credit-man handling retail drug risks will testify!

Possibly our rule on small credits will be of interest. Taking Dun and Bradstreet, we will take a chance on 2 per cent of the indicated "financial worth" with a new account or where nothing is overdue. Based on a statement we will allow 6 per cent of the net assets. Naturally, this is merely a guide and now on accounts on our books we go by actual experience plus our knowledge of individual accounts, and on new customers we lay great stress on "appearance of store," "other high-grade products sold" and "indications of business ability"—to quote from the salesman's credit blank I devised for New York use.

We had a lot of trouble on collections in our first year. We tried agencies, but they didn't work for us as they do for many. Then we tried a dozen different schemes, such as form letters from ourselves concealed on a special letterhead, as "The Eastern Adjustment Bureau."

Finally, it hit me that no one method of collection would be right when our trade varied from the financially pressed big jobber with a \$200,000 to \$300,000 rating down to a druggist not even in the telephone directory, let alone Dun or Bradstreet. This moment of sanity led to our present scheme, which makes us (according to friend auditor) "the only satisfactory branch on collections."

First of all I separated the big sheep from the big goats and sifted out sixteen goats—all big firms which were slow pay and for sixteen different reasons. Each of these I visited just to get acquainted and to size up whether the bookkeeper or the president really decided when checks would be

sent. You'd be surprised to know how many big firms allow their bookkeepers to give them a credit black eye, some just to pad their bank interest and others because they never saw over thirty-five a week of their own and can't bear to see anyone else be paid more than that amount right on time.

These sixteen I handle by telephone, mail and visits. Then there is another bunch of fifty to seventy that my personal clerk handles on the same lines. A third group is handled on the telephone by a stock clerk in his odd hours, while we use one combination man to dress simple windows, locate new prospects and collect in person from small accounts. To these we add the services of a young man we really started in the collection game by guaranteeing him business and securing two other houses selling the drug and department-store trade. He knows how far to go because we led him round and let him see the way we went at it. Then we had him take out each of our salesmen, and they really improved when they saw how often a check came without offense being taken at the reminder.

Prompt collections mean more sales. Any sales manager in New York City can take this to heart as I've had to. If there is any one secret in New York City collections it is in persistent polite requests for payment, starting in promptly at maturity and not hinting at outside efforts until you give notice and really do it.

Our records-department computes that with admittedly harder types on our books we still reduce the average overdue time something like thirty days—it's a guess to be sure, but our sales to the "slow payers" show better than that in dollars.

I hate to theorize, but right here I'll close by stating that all our service is designed to increase our customers' sales—their purchases will follow suit—and of all our co-operative efforts the one which puts the most dollars in their pockets is our collection service.

Pennsylvania R.R. Invites Criticism, Gets It and Piles Up Big Reserves of Advertising Ammunition

Mixed with the "Kicks" and the "Crank" Letters Are Valuable Suggestions for Better Management

By Henry A. Beers, Jr.

IT used to be, it may be now, a never-failing source of juvenile mirth to pin a sign on some unwitting schoolmate's back bearing the invitation direct, "Kick me."

When the publicity department of the Pennsylvania Railroad early in January published and posted 40,000 of its now famous Bulletin No. 9 it was virtually pinning just such a summons on its own back. Not that the railroad was inviting criticism for the fun of it. "What do our customers really think of us?" and "How can we make them think better of us?" are questions upon which many a manufacturer or concern would be more than glad to have some real first-hand information, and that's just what this railroad set out to secure when it posted this bulletin.

The message of No. 9, briefly, was an invitation to the public to voice its ideas on "What causes lack of confidence in the railroads," as well as to submit its criticisms and suggestions for removing such causes and for bettering the railroad's service.

In response to this bona-fide communication a pent-up public burst forth in such a fury of rhetoric that it might be said in paraphrase that the Pennsy had literally sown the wind and reaped a gas tank.

SOUGHT OPEN CRITICISM

It must not be gathered from this, however, that the full sweep of the thousand or more letters received in answer to Bulletin No. 9 were out-and-out "kicks," so-called. Many of the letters contained interesting suggestions, and where criticisms were made, it was more than often in a temper-

ate and helpful spirit of co-operation. Incidentally, where such suggestions and criticisms were well founded, as investigation showed, wherever practical the proper remedy has been applied, or steps are under way to remove the causes therefor.

Nevertheless there were many who seized the occasion to plunge into a regular orgy of mud-slinging. An examination of these epistles reveals so clear a mirror of human nature in full play, that, before going more at length into the reasons for the railroad's course in thus inviting criticism, a review of some of the replies and the nature of the suggestions received offers a valuable first-hand peep into the mental attitude of the general public—that public your advertising talks to—and a public speaking frankly, unconscious of the fact that it is being interviewed. As a study of *belles lettres* they are of little value, but as human documents they are very absorbing.

The monotone of complaints was on the raise in commutation rates, fares, etc., which the writers regarded as a personal hardship on themselves and quite easily to be mended if the railroad were so disposed.

Of the letters examined, very few on their faces betrayed earmarks of the so-called "crank," although many reveal a decidedly dyspeptic outlook on things as they are.

There was among the "freak" letters one of so radical and so serio-comic a tone as to be worth reproducing. This was signed "From an old grandmother and widow," and was addressed "to the company officials."

"Just close your eyes," it is

Dictate to the _____
(you know)

Maybe the reason why
you know is because we
have been telling you.

Hanff - Metzger
(Incorporated)
Advertising Agents
95 Madison Ave., New York

*Write on your business letterhead for
the Hanff-Metzger "Blueprint"*

Facts About Selling Opportunities

By THE PHILADELPHIA BULLETIN

Business is booming in Philadelphia—it is increasing every month. Bank Clearings for twelve months ending March 31, 1916, broke all former records—a total of \$9,982,806,071, exceeding clearings for previous period by \$2,227,426,092. Building operations for 1915 showed an increase of \$4,000,000 over 1914. Deposits in all Philadelphia National Banks, Trust Companies and Savings Institutions, in twelve months increased \$186,944,826 up to March, 1916—and raised the total deposits to the unparalleled sum of \$952,164,677. An average of more than 1 out of every 4 people in Philadelphia has a savings bank account—average deposit \$481.

NEARLY a million and a quarter people residing in the homes, in which The Philadelphia Bulletin is read each day, comprise the great majority of the entire population of Philadelphia—representing the third largest market in the United States.

Philadelphia is acknowledged the greatest of home building and home owning cities in America and is truly "the city of homes." There are 430,000 properties in Philadelphia including about 360,000 separate dwellings. Philadelphia has more than 40,000 business and professional offices, more than 8,000 manufacturing plants and more than 7,000 mercantile establishments.

During April 1916 an average of 408,593 copies of THE BULLETIN were sold daily. These were distributed:

In the City of Philadelphia and Camden.....	306,329
In the Suburban District (within 40 miles of Philadelphia).....	66,472
In the country (outside of the Suburban District).....	35,792

Among the towns included in the Suburban and Country Districts are:

PENNSYLVANIA	Lansdowne	Wayne	Pennsgrove
Allentown	Lebanon	West Chester	Salem
Bethlehem	Mahanoy City	Wilkes-Barre	Trenton
Bristol	Media	York	Vineland
Carlisle	Mt. Carmel	NEW JERSEY	Wildwood
Chester	New Hope	Atlantic City	Woodbury
Coatesville	Norristown	Bordentown	DELAWARE
Columbia	Phoenixville	Bridgeton	Dover
Conshohocken	Pottstown	Burlington	Milford
Downingtown	Pottsville	Cape May	Wilmington
Doylestown	Quakertown	Glassboro	MARYLAND
Easton	Reading	Hammonton	Cambridge
Harrisburg	Shamokin	Lambertville	Centerville
Jenkintown	Shenandoah	Millville	Easton
Lancaster	Sunbury	Mt. Holly	Salisbury
Lansdale	Tamaqua	Ocean City	

You can at one cost reach the greatest number of possible consumers in this market each day by concentrating in the one newspaper which is read in most Philadelphia homes.

Philadelphia Bulletin readers buy each day an average of more than

\$690,000 Worth of Foods	12,000 Men's Collars
\$32,000 Worth of Men's Clothing	8,000 Men's Shirts
\$30,000 Worth of Women's Apparel	6,000 Pounds of Cocoa
\$24,000 Worth of Cottons	6,000 Men's Neckties
\$20,000 Worth of Silks	4,000 Pairs of Corsets
\$20,000 Worth of Furniture	4,000 Pairs of Gloves
\$13,000 Worth of Paints	4,000 Pounds of Tea
\$6,000 Worth of Millinery	4,000 Hats and Caps
40,000 Pairs of Hosiery	2,400 Barrels of Flour
37,000 Pounds of Coffee	700 Automobile Tires
20,000 Sets of Underwear	42 New Pianos
12,000 Pairs of Shoes	32 New Automobiles

The opportunity to forge ahead, increase your sales and build up permanent and profitable business is here, in Philadelphia, among the Bulletin families. On request we will secure an analysis of trade conditions and selling possibilities for your particular business.

Philadelphia, May 4, 1916.

Copyright 1916, William L. McLean.

written in pencil, "and imagine you see these scenes:

SCENE NO. 1. CHRISTMAS

A large table laid with finest linen, costly china, all the dainty toothsome viands, turkeys five dollars apiece. Seated around this repast corporation men with their families in high glee and repartee.

SCENE NO. 2. CHRISTMAS

A table, perhaps no cloth but an oil-cloth. Commonest china, coarsest viands no turkey. Seated around this repast poor tired toilers with their families thinking of Christmas dainties with tears in their eyes and aching hearts and stomachs.

SCENE NO. 3

Corporation men from mansions of comfort, ease and luxury in consultation how to gain high profit to keep them in all the luxury life can give.

SCENE NO. 4

Tired wornout toilers in tattered garments, from the most humble homes, standing in groups on the corners, wondering how their strength will hold out to keep body and soul together. The theme of their conversation is slavery and robbery and when their indignation becomes too high they resort to drastic measures.

All men are given a conscience which will have to be clear at the high court of God. When the employers begin to tremble for their souls' salvation and on bended knees cry for clean hearts, then and only then can confidence come and the angry mobs be silenced. When all things are done according to God's will the employees will be brought to see it. May God bless my weak effort in his cause.

In this letter just one word was misspelled. Nor must this letter be dismissed with an indulgent smile. In seeking to find "what my neighbor thinks of me" the Pennsylvania labored under no illusion. It did not expect a flood of compliments, and such a letter as the one just quoted represents a fair sample of what the railroad suspected was being said behind its back, and what it now prefers to have said to its face.

How often have you been the wearied auditor of choleric and

wordy disputes between passengers and trainmen over such questions as the following! This passenger's grievance rested on circumstances substantially like these: He had bought a through ticket to Philadelphia over a certain branch, and after entraining discovered that he could save time by catching a connecting train

What Causes Lack of Confidence in Railroads?

What is your opinion?

The Management of this railroad wants to get at the causes, wherever they exist, and remove them.

The starting point is to get people who do lack confidence in this Railroad to say so and to tell why.

Why does The Pennsylvania Railroad System ask you this?

Because

It needs your confidence

It wants your co-operation

It asks for your friendship

To serve you properly without these is almost an impossibility.

You will help this Railroad to serve you if you will give serious thought to the solution of its problems which concern you directly.

When you think of something this Railroad can do to improve its service and make people think better of it, tell the Management about it.

If you can tell this Railroad ways to make people understand it better, please give the Management the benefit of your advice.

THE PENNSYLVANIA RAILROAD SYSTEM

THE BULLETIN THAT HUNDREDS OF PEOPLE ANSWERED

over another branch. The conductor, unaware that the passenger would make this change, punched his ticket through to Philadelphia, and on boarding the other train at the junction, this passenger was required to pay another fare. His protest was that the ticket-seller in the first place had not apprised him of the possibility of saving time by changing, and he wanted a rebate for

the difference in the fare beyond the junction where he had changed. In answer to his first letter, the railroad asked for more details, necessary to a proper adjustment. This is the tenor of his second communication:

I noticed an article in a paper the other day that your company wants advice from the public as to how the company and the public can become more friendly, which would result in a better mutual feeling, and in my case I would suggest that you flatly say that there is nothing coming to me, for a ticket which I did not use to its full extent, and let it drop. Or write to me that you think it just possible that I am a liar, but if by a lot of red tape I can prove to you that I am not, that you will then give me the difference, that to say the least is morally coming to me.

I have an aching tooth, and feel like writing a lot of nasty things, but as I know your company is having a hard time making both ends meet, I fear any nasty things said by me might disrupt your officials' minds, causing them to lay awake nights, which would impair their value to your company, on account of lost nerve vigor.

In breaking off these negotiations, the railroad's reply itself, enclosing a check for twenty-eight cents is not devoid of a certain repressed tone of dignified official choler:

If you were aware of the hundreds of methods used by travelers in an attempt to defraud the railroads, you would not feel that requests for additional data could be classed as "red tape."

If in the future should you discontinue your journey before reaching the destination called for on the ticket, kindly notify the conductor and he will endorse it so that it will not be necessary for us to request additional information.

The accompanying bill of complaint received from a critic, with a veiled hint of possible collusion between the railroad or its employees and the Pullman Company in making the taking of sleeping-car berths almost imperative for comfortable night riding, tells its own story in its own way.

Four years ago last July I left the Broad Street Station for Elmira on a train leaving Philadelphia at 9.00 P. M. I took a common car, not a sleeper, and the conductor punched me up after passing every way station for my ticket, when it was in my hat or stuck near the window, so disturbing any nap I tried to get. I told him that if he attempted that here in the West he would be hung by his own bell rope, and he would have been mobbed sure at the least, for here conductors are instructed

to be considerate of their passengers, give them a "check" and stick it where they can punch it and not disturb the passenger. I thought then and many times since: "Who were the Pullman Company paying for thus disturbing passengers, the Pennsylvania Company, or the conductor, to so disgust them that (they) would have to take a sleeper in self-defense.

What another complainant designates a "stone wall of favoritism in letting contracts" is embraced in an allegation of graft in letting contracts for supplies, equipment, etc., hinting that companies in which railroad officials are directly or indirectly interested are those favored when the railroad has such business to contract. A minor form of favoritism complained of also is that where station porters offer to take passengers into trains before the gates are opened.

MUCH CONSTRUCTIVE CRITICISM RECEIVED

These, then, are examples of correspondence calculated to set the Pennsy's corporate ears a-burning. You may be wondering, as did the editorial writer on a New York newspaper, whether the Common People are after all capable of presenting any really constructive criticisms. "Will that public," queries this paper, "be equally intelligent and interested in the making of practical suggestions that will add to its own comfort and convenience and to the value received for which it pays when it buys its railroad tickets?"

There were, in fact, a number of such letters, and in the cycle of the multifarious results of this campaign the following letter from as genial and philosophic a student of mankind as is, must have had a grateful effect on the minds of those who read it first. As criticisms of employees' rudeness and brusque ways with the travelling public were many, this letter is reproduced because it handles the subject in a really constructive way, and again because it is written in a genuinely good-humored and readable style. It deals with the same principle that George J. Whelan has been applying unremittingly to the service of the United Cigar Stores;

the broad question of what constitutes real service, and just where does a company's obligation to a purchaser of its commodities begin, and where does it cease.

"That the Pennsylvania Railroad Company desires to give the best possible service is without question," reads this letter, "and it is true that your service is as near perfect as human element can make it—but did it ever occur to you—the man higher up—that your vast system is something which the everyday man or woman can't grasp? Do you appreciate and understand what this great war means—can you grasp it and realize its vast operations? You do not. The general public do not understand you and you can't help it either.

"Do you realize that the average employee on your pay-roll from the agent of your Broadway office to the smallest town man is a prince of his small territory, and the fact that he is a part of your vast organization makes him feel his importance and he will condescend to serve the public.

"The average man or woman rides on your trains but a few times during a year, and a journey to a nearby town is something of an event in their lives, and at this sudden change in their way of living they become excited—the train will not wait—what time does it go—is it late—what time does it get there—who will meet them—if you do not believe this is true, go to some country station and see.

"Now what do you do to make these people feel that you want them to ride on your trains; will care for them and protect them?

"One day this week I saw a little white-haired lady slide up to a ticket window in a timid way with fear on every feature. She wanted to buy a ticket to a distant town—she got the ticket, for she had money to pay for it—but it was all she did get—not a single word of assurance or thanks.

"I have purchased many rides over your lines, extra-fare trains and locals, but in all my experience I have never heard a simple—thank you. The New York

Central men have you beaten badly when it comes to courtesy. Send out a man unknown to purchase a ticket at both your and their offices and be convinced.

"Don't you think it would help a lot if you could educate your men to be more human? You have something to sell to the public; make it desirable to buy and say thank you. We want to feel that when we ride on your trains that you want us there. Kid us along—we like it."

If we had wanted a keynote letter to demonstrate just what the Pennsylvania is seeking in this campaign, we could not have had a better letter than the one just quoted written to order.

SOME OF THE INTERESTING POINTS BROUGHT OUT

Besides this letter, there were any number of minor suggestions or complaints, some the very sort that the railroad officials looked to the bulletin to produce; reports of small slips in service that might run along for months without the knowledge of the men higher up, yet too trivial for the average traveler to take the trouble to report, until Bulletin No. 9 urged him to do so. One man, for example, complained that there was no water on the cars between Altoona and Bedford, and this was quickly remedied. Another man complained that while he had laid out a cent for a drinking-cup on a certain line, the cooler had run dry. The railroad solemnly sent him a penny stamp, and likewise saw to it that there should be no further reason for complaint in this direction. A number of persons remarked the lack of an announcer at the Broad Street Station in Philadelphia. This official had been laid off some years ago for reasons of economy. He has now been replaced as a result of these letters.

One man, with his tongue in his cheek, suggests that, as he had noticed a statement to the effect that the Pennsylvania has carried in excess of 400,000,000 passengers without a single loss of life, the accident insurance tickets offered for sale at ticket booths of the

railroad seem like "gold bricks." To him the railroad made the somewhat naïve reply that there is a demand for such tickets, "particularly by passengers making extended journeys which involve the use of a number of railroads, in addition to the Pennsylvania, and desire this form of protection in the event of accident, and not that they expect to meet with accident on our line."

An interesting point raised by the railroad came out of an exchange of letters with a man who sought to know why he had to show tickets to gatemen at certain times before being admitted to trains, where at other times this proceeding was dispensed with. In its reply the railroad said that they have far fewer cases of foreign-born travelers going astray by getting on to the wrong trains than is the case with natives, because foreigners are not afraid to ask questions, whereas Americans don't ask their way, for fear of appearing stupid.

A salesman suggested that the railroad put writing tables and rocking chairs in waiting rooms.

And finally, five or six hundred of the letters were out-and-out bouquets, expressing much the same sentiments as these from another traveling man:

"The happiest moments of my life are when, after traveling every county in Virginia, I at last strike the dear old Pennsy at Washington on the way home. I always say to myself—'A real railroad at last!'"

Ere this it may have occurred to the reader just why, at the bottom of it, was Bulletin No. 9 posted, and why publish these letters that resulted from it? Was there, indeed, any reason for the Pennsylvania, as some correspondents ask, to suspect that it did not enjoy full public confidence, or was the bulletin posted, as another facetiously suggests, in a spirit of "I'm dying for someone to love me"? One, indeed, asked whether the railroad was simply bluffing, and queried whether or not the bulletin was simply "an outburst of the publicity department" without any intention on the railroad's part to

live up to its professions of mutual trust as expressed therein.

"I have not the slightest belief that my letter will be given any consideration," says one such skeptic. "In fact, I am quite sure that within twenty-four hours it will be in someone's waste-basket."

It is indeed significant that the Pennsylvania was confident enough of its real standing with the public as a whole to feel in a position to invite criticism. As another New York newspaper remarked of the question put by the bulletin: "So far as that road is concerned the answers will be fewer than they would have been in the old days of President 'Tom' Scott, when motions to adjourn the Pennsylvania Legislature were said to take this form: 'Mr. Speaker, if Thomas Scott has no further business to submit I move that we adjourn.'"

In answer to the first query we will first cite the formal reply of the railroad to just such a questioner. Says the company, in explaining its motives; they are "first, to convince its patrons and the public in general that it sincerely places the highest value on their confidence, and proposes to do everything possible to merit the same in the fullest degree.

"The second is the hope that it may be better able to understand the point of view of shippers and passengers regarding some of the questions of railroad operation, and that it will receive suggestions by which it may make its service more valuable and more widely read."

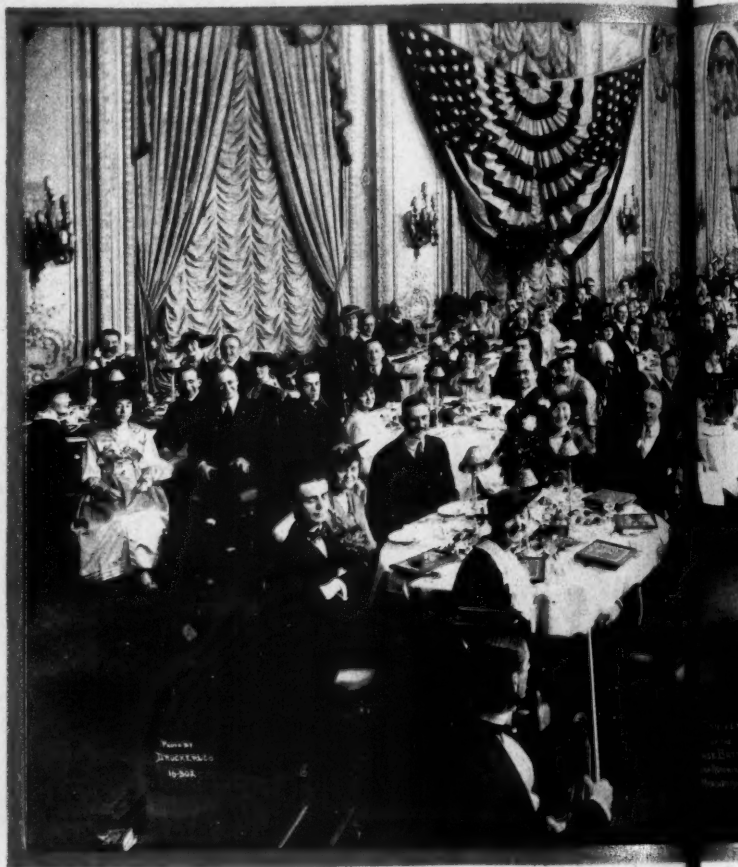
That line—"that it may be better able to understand the point of view of shippers and passengers"—is the kernel of the matter. These letters are not shown to satisfy the average person's morbid curiosity as to his neighbor's correspondence. They are simply evidence of how one big public service corporation has gone out to develop a real basis on which to formulate still more comprehensive, definite policies towards getting into closer mutual relations and a more thorough understanding with its patrons.

(Continued on page 53)

From the Program

In Celebration of the
Twenty-fifth
Anniversary
of
George Batten Company
which Organization has
been engaged in the
Business of Advertising
from March, Eighteen
Ninety-one, to March,
Nineteen Sixteen





The 126 members of George Breen
their 40 wives (not to mention the 177
their Twenty-fifth Anniversary



Been Company organization with
n 77 children at home) celebrating
erry at the Waldorf-Astoria.

That thing which
we make-likewise
makes us – therefore
take care to make it
right



Next Week
we shall publish the
126 Names in order of
Seniority of years in
The Service of this
Advertising Agency

While the railroad has not been blind to the fact that, by a certain portion of the public at least, it is being knocked continually, yet hitherto it has never had any basis of registry on which to judge just how, why and by whom it is being criticized. Therefore, it was the mission of Bulletin No. 9 to get at the root of the subject by, in turn, calling the public's bluff, as it were, thereby arriving at a standard of criticisms on which to formulate remedial action. If, as events proved, but a very small portion of the traveling public labor under grievances against the railroad, this fraction at least should not be allowed to nurse these grudges to the detriment of the railroad, if these causes for complaint can be probed and as far as practical remedied. Therefore, in drawing a thousand-odd communications along these lines from the many millions who use the road, the Pennsylvania has been able to draw off, to a certain extent, the bad blood that festered its corporate side.

Every complaint sent in has been examined and delegated to the heads of the various departments of the road for further investigation and recommendations as to action. To many of the more important and significant communications President Rea replied personally.

Of course, there were certain broad matters such as complaints from associations of commuters on such matters as commutation rates which cannot be adjusted at once to the satisfaction of all concerned.

But where an individual complained of certain matters, after due investigation, he either received a full reply in writing as to the disposition of his criticisms, or a representative of the railroad called on him in person and discussed the situation fully. Thus the railroad has answered the suspicions of those who thought that it was merely bluffing in inviting criticisms.

And one more, though by no means incidental result of this campaign. While the Pennsylvania Railroad has been more or

less of an advertiser, one criticism of its advertising has been that there has never seemed to be any single definite policy behind its plans as a whole. Rather, it has been more or less intermittent, with spotted campaigns of short duration towards such ends as the repeal of the full-crew law, or extra-crew law as the railroad calls it, and similar objects.

As has been stated, the great silence on the part of the majority of its patrons in not taking up the gauntlet in answering Bulletin No. 9, after due allowance is made for mental inertia, is taken in the main as signifying that the majority has nothing to complain of in the Pennsylvania. Then once more, inasmuch as the bulk of the correspondence received consisted of cordial expressions of the writers' appreciation of the railroad as a whole, here is a great big fund of good will that may be effectually capitalized. Having now some basis on which to judge the standard of criticisms against the road, the railroad now is in a good position to know more definitely just where it stands with its patrons. Thus it has a tangible basis on which to frame its future plans. And many an advertiser bases a campaign on a groundwork far less substantial and less accurately gauged than that which the Pennsylvania now possesses. By getting at first hand the public point of view this road is now in a position the better to understand its public and mould its advertising policies accordingly.

"Motor Print" Appoints Editor-in-Chief

John Chapman Hilder has been appointed editor-in-chief of *Motor Print*, New York. For two years he has been associated with Frank Crowninshield, editor of *Vanity Fair*.

W. S. Lockwood Leaves Publishing Field

W. S. Lockwood, business manager of *Current Opinion*, has become advertising manager of the Toledo Scale Company. He was formerly publicity editor of the American School of Correspondence and circulation manager of the *Technical World Magazine*.

National Biscuit Company Shows Dealers How to Broaden Their Markets

This Company's Five-cent Sales Develop Local Demand for Wider Variety of Package and Bulk Goods

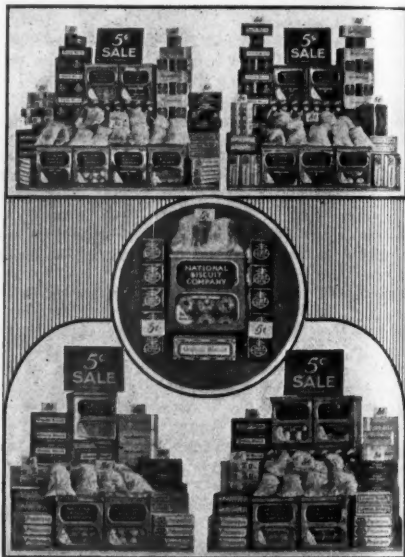
CONVINCING more or less apathetic retailers that they can sell more of, and a wider variety of, a company's products was the accomplishment of the so-called five-cent sales developed by the sales divisions of the National Biscuit Company. From an experimental campaign started in the fall of 1914, the plan resulted so successfully that it has been adopted in all of the company's branch agencies on a large scale. It has secured new business, recruited new consumers for crackers, increased cracker consumption generally and, the company figures, has earned big dividends in good will from consumers and retailers alike.

In Nashville, Tenn., at a five-cent sale in the store of E. H. Colis and Company, 801 five-cent packages were sold in one day. At the store of J. W. Owen and Company 2,168 five-cent sales were recorded another day. The record sale, however, was when S. I. Cason sold 5,500 five-cent packages in a single day.

The five-cent sale is a development of the Eastern sales division of the company. At each branch one salesman was chosen to introduce the idea, and great care was taken in selecting the right men for this special work. A try-out campaign of thirteen weeks was planned, and each salesman was to introduce one five-cent sale a

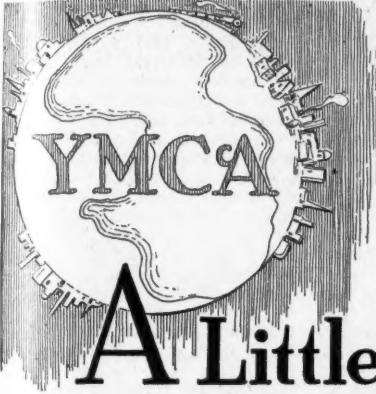
week for thirteen weeks. Thus at the end of this period each branch had thirteen five-cent sales operating in thirteen different stores.

The sale as installed by the individual salesman consisted of a prominent display, so arranged as to occupy small space. It was formed of In-cr-seal trade-marked-package varieties selling



THE CHARACTER OF THE SEVERAL DISPLAYS. IN THE CENTER IS THE "BABY FIVE-CENT SALE"

at five cents, and also bulk goods which can be sold by count, such as ten pieces for five cents, fifteen pieces for five cents, etc. The bulk pieces were packed in glassine paper bags. Each display included a number of these paper bags, and was built up on package goods, glass-front cans con-



A Little World in Itself

or a big city, whichever way you prefer to view the Y. M. C. A. with its 630,000 young, aggressive members. For their personal use, as well as for their living and enjoyment in Y. M. C. A. branches, they consume an immense store of supplies every year. It costs \$14,000,000 alone to maintain Y. M. C. A. branches.

"Association Men" is the official organ of the Y. M. C. A. and its advertising pages are consulted by the purchasing agents of the branches, who, other things being equal, naturally favor its advertisers. Advertisers in its columns receive advance information of Y. M. C. A. activities three weeks in advance of outsiders. A growth of over 400 pages of advertising in five years proves that manufacturers find that it pays to advertise in

ASSOCIATION MEN

F. A. WILSON-LAWRENSON
Business Manager

124 E. 28th St. - - - - New York

HARLEY L. WARD, Western Representative, 19 So. La Salle Street, Chicago, Ill.

taining the bulk goods used, cut-outs and descriptive signs and price-tickets which named the goods and explained the selling idea at a glance.

Salesmen were carefully coached on how to arrange the displays attractively, either on a table at the front of the store, or on one of the counters. On Saturdays, N. B. C. salesmen acted in these try-out stores as demonstrators, thus coming into direct contact with the stores' customers. Literature supplied by the company's advertising department, explaining the variety of uses for the company's products, was distributed at the demonstrations, and the interior displays were strengthened by the additional support of window displays.

The results of these try-outs were so successful that the idea has since been extended to include all of the branch agencies. Salesmen found the idea valuable, not only through immediate increases in sales, but because it enabled them to get closer to the grocer and to work with him for a better understanding of the company's aims. Moreover, in some stores where only staple goods had been sold, the character of the demand was changed completely. This was particularly noticeable in stores opposite factories and schools, where especial effort was made to get entrée for the try-out work.

The effect on the grocers was also valuable. Not only were they gratified at the increases in their sales, but it opened their eyes to sales possibilities in package products.

In Western territory, where family purchases are generally larger, one result of the sale has been to reduce the buying unit, as many dealers who argued formerly that they could not sell in small quantities, found that they had had potential purchasers of crackers in their neighborhoods that they had not believed to exist there. Moreover, the sale has had the additional effect of broadening the local retailer's market, and has succeeded in introducing many new varieties of goods into

stores which had hitherto never handled them.

In March, 1915, a try-out was made in the New York district of another phase of this sales idea, a modification known as the baby five-cent sale. This consisted of a can of bulk goods and a dozen packages of Uneeda Biscuit, placed in a prominent position on the grocer's counter, with price-tickets and glassine bags of the bulk goods on top of the can.

When introducing this sale, the salesman entered a store and, without saying a word to the grocer, took a can of bulk biscuit and a dozen packages of Uneedas from the grocer's stock. While the latter's eyes began to bulge, the salesman silently arranged the goods on the counter, filled two glassine bags with the requisite number of pieces from the can and, after referring to a chart he carried with him, placed a price-ticket on the can, as "Twelve for five cents."

When the grocer's curiosity exploded, the salesman got his chance to explain his proposition. This modified plan proved a good entering wedge for introducing the senior five-cent sale. In many cases where a grocer had declined to install a large display, he showed no disposition to reject the small one, especially after its novel introduction. When he saw the results it produced, he willingly agreed to take on the large display.

During the introduction of the five-cent sales a salesman devoted his attention to a particular sale only on Saturdays. The new arrangement provides for the building of as many of these sales as possible, the display to consist of one can, two cans, three cans, four cans, or five cans, together with the proper assortment of package goods, determined by the size of the store or the space secured.

The new displays are very simple, are easily built and so arranged as to make it easy to open and reach into the cans. The arrangement is such that little work is required to keep them in good condition. The salesman has only to brighten up the display on his visits to the store.



The McCALL Quarterly

will help you with 10,000 dealers—and with their women customers. Big, impressive, color copy will strengthen your whole campaign. Your salesmen will see it and talk it. Your dealer sheet will feature it.

The McCall Quarterly will bring it again to the dealers. They well know your advertising reaches their customers—because they sell this publication over their counters.

The cost is small—the space is large. Page \$900.00, two colors.

Reach the largest number of dealers for every dollar invested. Use the Fall issue.

for Trade + Consumer Advertising

The McCall Company

New York City

July Baby Number



of The Mother's Magazine, with its authoritative articles from writers of national reputation, all of them practical, interesting and helpful, will command the attention of our over 600,000 mother-readers, and will render a real and definite service.

Our advertisers will use it even more profitably than last year. They will get the cumulative benefit of the action-compelling editorial matter. Your announcement will be included in an issue that will be preserved for frequent reference.

The special value and the unusual advertising possibilities of this number have already been recognized by the purchase of liberal space by such well-known advertisers as

C. F. Blanke Tea & Coffee Co.
Bauer & Black.
Bengers Food.
Boston Woven Hose & Rubber Co.
Borden's Condensed Milk Co.
John Carle & Sons.
Carnation Milk Products Co.

Calox Tooth Powder.
Consolidated Safety Pin Co.
Cuticura.
Coca Cola.
Cudahy Co. (Old Dutch Cleanser).
Channell Chemical Co.
Chesebrough Mfg. Co.
Crisco.
Joseph Campbell Co.
Cream of Wheat Co.

The Mother's Magazine

Colgate & Co.
 Davol Rubber Co.
 Ferris Bros. Co.
 A. S. Hinds.
 Hygeia Nursing Bottle
 Co.
 Hygienic Products Co.
 Ivory Soap.
 Jas. S. Kirk Co. (Jap
 Rose Tale).
 Thos. J. Lipton Co.
 Libby, McNeill & Libby.
 Mellin's Food Co.
 Nestlé's Food Co.

National Toilet Co.
 Oakville Co.
 Pompeian Co. (Olive
 Oil).
 Quaker Oats Co.
 Rubens & Marble.
 Eskay's Food.
 Shredded Wheat Co.
 Stork Co.
 Victor Talking Machine
 Co.
 Wing & Son.
 R. L. Watkins Co. (Mul-
 tified Coconut Oil).

You will be sure of the best adver-
 tising neighbors and of unusual re-
 sponsiveness on the part of these
 mothers—these buyers for over
 600,000 homes. They are the act-
 ual consumers you are most anx-
 ious to reach. You cannot find a
 better point of contact than through
 their own Trade Journal, and be
 assured your sales message in this
 July Baby Number will be excep-
 tionally well met.

Final forms close in Elgin May 20. The
 earlier you anticipate the date the
 better position you will command.

The MOTHER'S MAGAZINE

ELGIN, ILLINOIS

NEW YORK CHICAGO ST. LOUIS

Member Audit Bureau of Circulations



The
Publishers of
MOTOR PRINT Including
Motor Life

WISH you to know that they have recently appointed a new Editor-in-Chief. This man has been for two years associated with Mr. Frank Crowninshield, the Editor of Vanity Fair. His work on this spectacularly successful publication, and on others, in editorial and advertising capacities, bespeaks his exceptionally keen insight into the tastes and needs of the alert, influential classes for whom Motor Print including Motor Life is published.

Gentlemen—

Mr. JOHN CHAPMAN HILDER
243 West Thirty-ninth Street *New York*

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The Correspondence-school Road to Success

CARPENTER CHEMICAL COMPANY
DETROIT, MICH., April 26, 1916.

Editor of PRINTERS' INK:

The articles on "Wanderlust," in your April 6th and April 20th numbers are extremely interesting, and needless to say have caused much comment. But when Mr. Reidy, in his dramatic address to the jury, says, "I do not pretend to speak for the large mass of incompetents who happen to drift into the advertising business by mistake, or through a correspondence course," he is laying himself bare to severe criticism.

Why attack the correspondence course? All advertising men did not have the opportunity, to attend college, or be "loaded on" an advertising manager in a father's or uncle's office, or be a "natural-born genius" of that big, able, competent class who by reason of their "far-sightedness, creative faculty, and their better-than-the-ordinary business vision," are able to leap from obscurity to fame in a single day.

The writer knows several graduates from a correspondence school that are piloting some grand successes. Of course, a trunk full of diplomas from a correspondence school will not make an advertising man, unless he has a little gray matter back of them; but it strikes me that a man who spends his spare time in studying the plans and successes of national advertisers is the man who will eventually force himself to the front. He is studying while your "natural-born" man is out to club and elaborate suppers. This practice becomes a habit; it saves his time, health and his money. Such a man will save his employer's time and money.

Of course, these fellows may never reach the tower where they can crow about those magnificent \$50,000 salaries, and claim a divine right on wisdom; but it has been the writer's observation that when one man gets a corner on the knowledge market he is confronted with the sad, bald fact that Uncle Sam does not issue patents on a man's brain; and then some heartless wretch is going to come along and invent something.

This reply is written with no ill-feeling on the part of the writer; but we believe that if Mr. Reidy will consider the thousands whose success in life is due to a correspondence course he will approach this subject in a different manner.

I am not a G. M., not an A. M.—just an assistant.

F. A. REDMAN.

Join Arnold Joerns Company

F. J. Thiele has joined the soliciting staff of Arnold Joerns Company, advertising agency, Chicago. He was formerly head of E. J. Thiele & Co., and sold the agency to Mr. Joerns three years ago. Fred W. Baumann has joined the art staff of this agency. He was formerly art director of the Scripps-McRae newspapers at Detroit.

Automobile Section, Free from Guile, Pays

THE PROVIDENCE JOURNAL
THE EVENING BULLETIN

PROVIDENCE, R. I., May 2, 1916.

Editor of PRINTERS' INK:

A recent article on "The Peril of the Automobile Section," written by an automobile editor, takes the attitude that manufacturer's "blurb" is "must" copy for every newspaper that is looking for advertising.

It is obvious that most newspapers so regard it; it is equally obvious that most readers are sick of it. But the writer of the article curiously assumes that the remedy can come only from the manufacturers. They must change the style of their copy and the nature of their demand for free space. Otherwise, he asserts, "the automobile section must go."

Must it? Apparently the writer ignores the chance that the publisher and editor may have a word to say about the use of their own columns. May I suggest the alternative that should first occur to mind?

On the basis of experience with an automobile section which rigidly excludes the monotonous stuff furnished by manufacturers, the following facts have been demonstrated in at least one instance:

The automobile section need not go.

The automobile section can become a real influence in motordom.

An automobile section edited by competent men who put into it the same kind of work that is put into every other department of newspaper editing, discarding all "free notices" and testing every paragraph by its value to the reader, will command the attention and respect of motorists.

Such an automobile section will at first meet with indignant complaint from manufacturers and dealers long accustomed to the other policy. But in the end, when they see what real reader-interest means to the value of their displays, they will realize that advertising to readers who won't read is poor business compared with advertising to readers who will read.

A five years' experience in putting out exactly that kind of automobile section has shown consistent advertising gains and a tremendous increase in reader-interest.

The usual automobile section of today, filled with nonpareil rehash of display advertisements, is dead so far as attracting readers, either to itself or to the advertising in it, is concerned. It is a source of ridicule from the few who look at it, and a serious burden for the reputation of any newspaper to carry. So far has confidence in it degenerated that the big difficulty in reforming it is to convince readers that they will find the section in keeping with the rest of the paper.

But one of the rewards for the work involved is the frequent expression of satisfaction from readers when they are led to discover an automobile section that hits them—one whose text is paid for by the newspaper instead of by the manufacturer. W. S. BALL.

Strong Declaration of Principles by Association of National Advertisers

A Report of the Semi-annual Meeting at Dayton, O., by Edward Hungerford, Advertising Manager of the Wells-Fargo Express Co.

WITH an attendance of 175 of 250 members the semi-annual meeting of the Association of National Advertisers, held at the Hotel Miami, Dayton, May 4, 5 and 6, broke all records, not only for attendance but for the amount of business transacted. The firm stand taken by the association at this meeting against objectionable advertising was, by all odds, the most important thing accomplished at Dayton. This was crystallized in the form of a resolution, which in its directness and force amounts to a firm and unequivocal *declaration of principles*. No advertising organization has taken a more definite stand than this. The advertising media who adopt this declaration of principles as a standard of practice will undoubtedly be looked upon with greater favor by members of the A. N. A. if they publicly announce their adherence to it. Its sweeping nature can best be judged by reading the full text of the resolution which follows:

"Resolved that we, members of the Association of National Advertisers, are opposed to advertising of the following kinds:

"All advertising that is fraudulent or questionable, whether financial, medical or any other; all advertising that is indecent, vulgar, or suggestive either in theme or treatment; that is 'blind' or ambiguous in wording and calculated to mislead; that makes false, unwarranted or exaggerated claims; that makes uncalled-for reflections on competitors or competitive goods; that makes misleading 'free' offers; all advertising to laymen of products containing habit-forming or dangerous drugs; all advertising that makes remedial relief or curative claims, either directly or by inference, that are not justified by the facts

or common experience; and any other advertising that may cause money loss to the reader or injury in health or morals or loss of confidence in reputable advertising and honorable business.

"Resolved that we recognize our own obligation as advertisers to conform to these principles.

"Resolved that we urge upon all publishers and upon all sellers of advertising space or service, a strict adherence to these principles and that in so far as the exigencies of our individual businesses will permit, we direct our advertising to those mediums which make the observance of these principles their rule and practice."

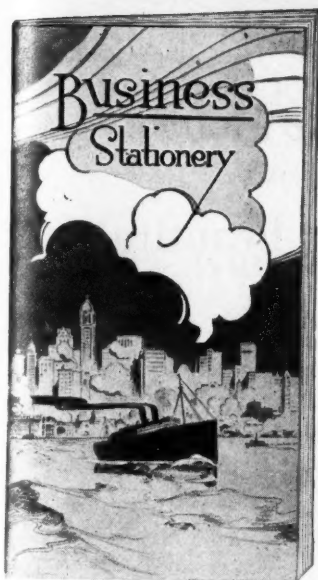
POSTAL AND CUSTOMS CONDITIONS DISCUSSED

Second only in importance to this declaration of principles was the stand taken by the association, also in the form of a resolution, through which the members pledge their unanimous support and co-operation to the bill now pending in Congress which seeks to establish a flat pound-rate for third-class mail matter. As the law now stands the rate on this class—which includes circulars, house-organs, etc., is a cent for each two ounces or fraction thereof. This means that if a piece of direct-mail advertising weighs even a fine fraction over the exact two ounces, it must take the four-ounce postage.

The Senate bill does not lower the existing third-class rate. It merely fixes it upon the pound basis and at eight cents a pound.

The passage of this resolution was preceded by an interesting discussion in which the entire question of post-office regulation, together with the custom-house

(Continued on page 67)



Letters today occupy about the same place that advertising did thirty years ago. Only a few firms are alive to the tremendous selling force the right kind of letters can exert.

When business men give to their letters a fraction of the consideration they now give to their advertising, we will not have to tell them why they should use stationery of

Old Hampshire Bond

Our Booklet, "Business Stationery," which we will send you on request, is designed to give you reasons and information on why you should put quality in the fabric of your business stationery. Not Old Hampshire Bond directly, but Business Stationery in general, is the subject treated in this booklet.

From the belief in fine business stationery to the use of Old Hampshire Bond is a short step we leave to your volition.

Write for this booklet and portfolio of specimens.

HAMPSHIRE PAPER COMPANY
SOUTH HADLEY FALLS, MASSACHUSETTS

The only paper makers in the world making bond paper exclusively.

The Atlantic Monthly *and* **The House Beautiful**

have complied with all the requirements of the Audit Bureau of Circulations and are now full-fledged members.

**Edition of the Atlantic
Monthly for June . . . 60,000**

**Edition of the House
Beautiful for June . . . 60,000**

The June Atlantic will contain the second of the war stories by Sergeant Morlae of the Foreign Legion.

The House Beautiful for June will be the Summer House Number—and a splendid one.

PRINTERS' INK



After June 1, the advertising department of

The Atlantic Monthly
and
The House Beautiful

will be directed from the main office of the company in Boston, with offices in New York and Chicago.

MACGREGOR JENKINS
General Manager

**The Atlantic Monthly
Company**
3 Park Street, Boston, Mass.

F. S. MYGATT, Eastern Manager
71 Madison Avenue
New York

N. J. PEABODY, Western Manager
110 South Dearborn Street
Chicago

W. J. THOMPSON CO.

announces the appointment of

Arthur A. Hinkley

as Advertising Director of

The Gentlewoman

with headquarters in New York

Eastern Manager

ROYAL P. SMITH
615 W. 43rd St.
New York

Western Manager

JAMES F. HUTTON
1004 Marquette Bldg.
Chicago, Ills.

regulation at the Canadian border, were thoroughly threshed over. Members reported a great variance in the Canadian custom-house regulations in different border cities, and the hope was fervently expressed that these might yet be made uniform. It was suggested that the United States Government would benefit largely by the adoption of the pound-rate basis, in the fact that it would be saved the stamping and cancellation of the many thousands of pieces of individual third-class mail which are deposited in its post-offices each year.

The association also resolved to co-operate with the educational committee of the Associated Advertising Clubs of the World in the publication of a book on dealer co-operation. It was further decided to prepare a series of articles upon this same line for insertion in the house-organs of the various membership organizations of the association.

As usual a large part of the interest of the meeting centered in the confidential round-table discussions—always a distinctive feature of the A. N. A. meetings. Circulation methods, agency relations, the advertising use and value of motion-picture films, direct-mail advertising—of which a great many membership organizations contributed a large exhibit—poster advertising and the like, came in for detailed discussion. A clinic was held upon the exhibit of direct-mail advertising which was frank and honest and helped to lay the foundation for the general conduct of this kind of advertising.

The value of these round-table talks was repeatedly expressed by members upon the floor at the Dayton meeting.

DIRECT VALUE OF ROUND-TABLE MEETINGS

"As a result of our round-table talk on agency relations at the last A. N. A. get-together," said one of these, "I was able to so re-adjust our relations with our own agency as to save me the price of membership in this association for a good many years to come."

Another member told how he had had a certain advertising service offered him for four thousand dollars. Upon taking the matter up with the association headquarters, he found that two other members had had identically the same service offered them for fifteen hundred dollars.

A ballot was taken upon the whole question of agency relations. It was shown that out of the \$80,000,000 annually expended by the members of the A. N. A., about \$50,000,000 is expended in publications. Of this sum, approximately forty per cent is spent through agencies; the remainder being placed direct. About \$30,000,000 is expended in direct-mail advertising, house-organs, dealer-service work, motion pictures, sales promotion, etc.

Following the usual custom of the association meetings the opening day's session closed with an informal dinner. Some 250 persons attended the Dayton dinner and listened to short addresses by R. H. Grant, general manager of the Dayton Engineering Laboratories Company (Delco) of Dayton, and Henry M. Waite, city manager of Dayton. Mr. Grant spoke at length of the possibilities of mass sales promotion, while Mr. Waite told how they had advertised the city of Dayton to its own residents. Through the contributions of a number of public-spirited citizens he was enabled to purchase full pages in the local newspapers, and so to sell Dayton its first million-dollar municipal bond-issue. The same private fund secured two motor-trucks upon one of which a band of singers was installed, while the other held a lantern-slide outfit. The two trucks would roll up to a Dayton street corner in the heat of the bond issue campaign; the choir would sing to draw the crowd, while the lantern slides explained about the issue.

On the second night, John H. Patterson, of the National Cash Register, spoke informally to the association. His remarks were followed by a showing of his latest film—telling of the education

of the clerk in the retail store.

The meeting adjourned on Saturday—the third day of the session. It was remarkable, not alone for the large attendance of members—only fifteen of them being residents of Dayton—but for the number of national advertisers who came to Dayton by invitation of the A. N. A. from Boston, New York, Philadelphia, Cleveland, Detroit, Chicago, and other cities. Most of these advertisers signed membership application blanks before they started for home. The Association had sold them on the strength of its vigorous meeting, and E. L. Shuey, its president, who was largely responsible for the selection of Dayton, his home city, as the meeting place, felt that the choice had been more than justified by the large attendance and the successful meeting.

Canadian Patriots Don't Demand Free Space

J. J. GIBBONS, LIMITED
TORONTO, ONT., May 3, 1916.

Editor of PRINTERS' INK:

We were much interested in reading your editorial entitled "War, Patriotism and Free Space."

For nearly a year now, most of the battalions that have been raised for overseas service have bought paid space to secure their men. In this office we prepared the advertising campaign for the raising of the 169th (Toronto) battalion, and, with an appropriation of \$1,200, in two weeks we raised the battalion to over-strength.

In Montreal, with the 148th Battalion, the appropriation was a little larger and included some poster work, and there the battalion was raised in about six weeks. One has to remember, as far as Montreal is concerned, that during this time there were other units in the field, the French-Canadians and the Irish-Canadians recruiting at the same time.

In Winnipeg we had equal success in our efforts to raise the 190th. Since that time we have been selling our service to commanding officers of battalions throughout the Dominion, and latterly we have found that they have all been willing to pay a fair price for good service and have not expected either the agent or the newspaper to donate free space to the cause.

J. J. GIBBONS, LIMITED.
THORNTON PURKIS.

L. A. Whittier has resigned as advertising manager of *Southern Motor-ing*, published at Dallas, Texas. He has no definite announcement for the future.

Shredded Wheat Co. Challenges Trade Commission

The Shredded Wheat Company, in its formal answer to the complaint filed against it by the Federal Trade Commission, in the matter of the Ross Food Company, reported in *PRINTERS' INK* for April 27, challenges the right of the Commission to interfere with matters which are already before the courts, and declares that its answer is filed only "out of respect for" the Commission. The company's protest is as follows:

"This respondent denies the right and authority of this commission to file this complaint or to attempt to interfere with or prejudice the conduct of the business of this respondent and respectfully insists on the right of the respondent to have this complaint dismissed and expunged and that amends be made this respondent for the acts of this commission, and herewith requests and demands that all matters herein present be referred to the Connecticut Federal Court."

The Shredded Wheat Company specifically denies each of the allegations brought against it by the Ross Food Company, admitting only that it did make an investigation to discover which of its old customers were approached by its competitor, and that it did state generally to the trade its claim to property rights in the form, shape, size and color of its product.

Williams & Carroll Organization

The Williams & Carroll Corporation, which recently started business in New York, has as officers Clifford A. Williams, president; Norman F. Carroll, vice-president, and Harry C. Goode, secretary and sales manager. Mr. Williams also heads the General Advertising and Sales Corporation of San Francisco and Los Angeles, and in the past has been connected with both the Charles H. Fuller Company and Williams & Cunningham as secretary.

Mr. Carroll was with the Frank Presbrey Company, in New York, and later as Pacific Coast representative before he joined the General Advertising and Sales Corporation. Mr. Goode has been Chicago manager of the National Biscuit Company.

W. G. Adams With Remmers

William G. Adams has recently become sales manager of the Remmers Soap Company of Cincinnati, going from the H. K. McCann Company, of New York, for which he had been doing investigation work. Prior to that he had been advertising manager of the chain of Owl Drug Stores on the Pacific Coast; a member of the advertising agency of Adams & Renfrew, of Los Angeles; a member of the advertising department of the Hotpoint Electric Heating Company, of California, and advertising manager of Hale Bros.' chain of department stores, on the Pacific Coast.

PRINTERS' INK

STREET & FINNEY as seen by leaders in advertising

"Street & Finney
are courageous
fighters for
sound advertising."


Leath Macmillan



ADVERTISING
MANAGER
AMERICAN
MAGAZINE

No. 7
of
series

PRINTERS' INK



Nujol
R. G. U. S. PAT. OFF.
FOR CONSTIPATION
 The purest form of the white mineral oil your doctor prescribes
 Drug stores everywhere, or send seventy five cents for trial pint bottle
STANDARD OIL COMPANY
RAYMONNE NEW JERSEY NEW JERSEY

Vaseline
 Simple and
 For Douleur and Medication



DEALER and CONSUMER

EVERY department of a drug store on the counter, quickly feels the force of street C this country know that the Cars carry all the Car Cards build up a strong and permanent demand.

The confidence of Druggists in Car Advertising is that hundreds of retail druggists in all nations of businesses in our Cars.

STREET RAILWAYS ADVERTISING

CENTRAL OFFICE
 Borland Building, Chicago

HOME OFFICE
 Candler Building, New York

**"ED. PINAUD'S
 HAIR TONIC
 (Eau de Quinine)
 Would have saved
 your hair"**




PRINTERS' INK



CONSUMER INFLUENCE

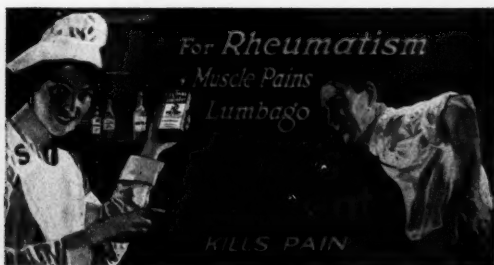
ore from the soda fountain to the prescription
e of street Car Advertising. The druggists of
rs carry all the people to their stores and that
erment demand for the articles advertised.

Advertising is amply demonstrated by the fact
all sections of the country, advertise their own

ADVERTISING CO.

OME OFFICE
r Bldg. New York

WESTERN OFFICE
Humboldt Bank Bldg., San Francisco





How Newspapers & Publishers Can Save Money in their Stationery

There's nothing complicated about the idea—you simply find out the *right* paper to use for forms, letterheads, records, etc., and then stick to it.

When you use a paper that costs more than the *right* paper you waste money; when you use a paper poorer than the *right* paper you waste results.

Thousands of business concerns have demonstrated that Hammermill Bond is the *right* paper for 90 per cent of their needs.

FREE—A big Portfolio prepared especially for Newspapers and Publishers. Send for your copy.

HAMMERMILL BOND

A paper of fine texture and finish, crisp, strong and of uniform dependable quality. Made in three finishes—Bond, Ripple, Linen—and in twelve colors and white. It is stocked in all important business centers and at the mill.

HAMMERMILL PAPER CO.
ERIE, PA.

Haskell Resigns from Chicago "Herald"

William E. Haskell, publisher of the Chicago *Herald* for two years past, has resigned. For the present William Handy, vice-president of the Herald Company, is acting as publisher.

J. R. Harrison, formerly advertising manager of the Chalmers Motor Car Company, and prior to that with the National Cash Register Company, has taken charge of the service department of the *Herald*. Julius Schneider, formerly advertising manager of The Fair, a Chicago department store, has resigned as advertising counsel to this newspaper to engage in business for himself.

Illinois Aluminum Manufacturer in Advertising

The Nichols-Finn Advertising Company, Chicago, is about to initiate an advertising campaign for the Illinois Pure Aluminum Company, of Lemont, Illinois.

The company's product is sold under the brand "18-92" and is guaranteed for twenty years.

"Inland Printer" Changes

L. V. Cunningham has been appointed advertising manager of the *Inland Printer*, relieving H. S. Browne, who will give all his time to the business management. Mr. Cunningham was formerly with the *American Carpenter & Builder*. The New York office of the *Inland Printer* has been discontinued.

J. J. Morris, Jr., With Sackett & Wilhelms

John J. Morris, Jr., who has been the accountant of the Outing Publishing Company for the past seven years, is now connected with Sackett & Wilhelms Company, New York, as auditor. He was formerly assistant auditor of the Crowell Publishing Company.

Robinson Murray With Elliott-Fisher Co.

Robinson Murray, formerly assistant advertising manager of the American Optical Company, and more recently of the McLain-Hadden-Simpers Company, advertising agency, has joined the advertising department of the Elliott-Fisher Company, Harrisburg, Pa.

New Members of the Russell Law Agency

Frank D. Cruikshank and Walter Thompson, Jr., have joined the Russell Law Advertising Agency, New York. The former was formerly with the Foster Debevoise Agency and the latter has been for eight years in business on Wall Street.



WHY DO PEOPLE READ "PUNCH"?

"IMPRESSIONS," the famous little business paper published by G. E. WHITEHOUSE, at Edinburgh, says:

"Do you know why you and I read 'Punch'? It isn't solely because the cartoons are marvels of inspiration; it isn't solely because the humour is clever, and the illustrations perfect; it isn't because of any one of the many reasons you would give in an off-hand way, nor even the whole of them.

"The real and fundamental reason for the popularity of 'Punch' is that it is the printed exposition of British Temperament. 'Punch' just expresses what you had been thinking yourself but couldn't define. 'Punch' does not fight your point of view; it agrees with you, and you with it. Therefore, antagonism does not arise, and you like to read the things you would have said yourself if you could only put them in the right form."

If this is the reason that people read "Punch" it certainly is a good reason for advertising in its pages.

ROY V. SOMERVILLE
Advertisement Manager "Punch"
10 Bouverie Street
London, E. C., England.

The New William Penn Hotel In Pittsburgh Selected International Silver Co. Ware



Designed Especially for William Penn Hotel

In the April 27th issue "Printers' Ink" refers to the fact that this modern hotel bought advertised equipment almost exclusively. The above illustration shows the design of the table service purchased from us.

Their preference for our silverware is probably due to the well-known fact that our fifty years' experience in making silverware for hotels, clubs, restaurants, etc., has established our line as a standard of excellence for durability, and beauty of design.

We welcome an opportunity to submit estimates, illustrations and samples.

INTERNATIONAL SILVER CO.
Meriden, Conn.

How Butler Brothers "Spot" Good Retail Locations

Their Fatherly Interest Has Been the Reason for Many a Retailing Success

By John Allen Murphy

MANUFACTURERS who are watching the big developments in the retail field, who are watching the clash of chains with the "independents," will read with particular interest of the way one jobber is bolstering up the smaller merchants. This jobber is Butler Brothers, and a very interesting story lies in the way they are helping dealers, and would-be dealers, select good store locations. Butler Brothers bring as much acumen to bear on this problem as do the chains themselves, and many is the retailing success which has taken its start from their fatherly interest.

Usually the independent merchant selects his place of business after only a superficial and cursory examination. Generally there is nothing else for him to do. There is no one to help him or no place where he can go for reliable, competent information. Location is an important factor in the success of a store, and because they choose it blindly is the reason why many otherwise good merchants fail. This is a question that concerns every manufacturer, either directly or indirectly, depending on how intimate his relations are with the retail trade.

Many years ago Butler Brothers, the big wholesalers of general merchandise, recognized this problem and organized their Location Bureau to cope with it. A description of this bureau and the way it is operated will be suggestive to any business man, regardless of whether or not he has sensed the need of a similar service in his line of work.

CO-OPERATION A GREAT ASSET OF BUTLER BROTHERS

As is well known, the extent and the variety of co-operation

which Butler Brothers give to the retail dealer is perhaps the one thing that has made this house one of the most notable in the world. There are few concerns that have gone so far in conserving the strength and building up the efficiency of the retailer. Realizing that the unorganized independent merchant is unable to wrestle with the giant problems of chain and mail-order competition and the dozens of other things that harass the life of the small dealer, Butler Brothers have thrown the weight of their great organization, with its large capital, vast fund of ideas and long experience, on the side of the little fellow. As a result the chains have a foe of their own mettle. Locating a good merchant in every possible opening for a variety store, and finding a good location for every prospective merchant is one of the broad, constructive policies, started years ago, that has made Butler Brothers successful because it first made their customers successful.

Location Bureaus are conducted at all five distributing centers of the firm, although the organization of these bureaus differ somewhat as to details. While the fundamentals are about the same, the personality of the man in charge is likely to shape the methods of operation. The system is very elastic and is changed from time to time to meet conditions. The bureau has to deal with a wide variety of circumstances, problems and people, and cut-and-dried methods of handling them would not accomplish the objects of the service. The manager must have initiative, a wide merchandising experience and a good knowledge of human nature. He must know the peculiarities, the advantages and disadvantages of

the towns in his territory. He has to consider each case individually that comes to him and make recommendations that seem to suit the conditions. The character, experience and temperament of the person wanting the location has to be taken into consideration before he can be given helpful advice.

The following incident will show the kind of problems that are put up to the location manager and how much depends on his judgment in making recommendations:

Several years ago a woman walked into Butler Brothers New York office and said she wanted to go into business. Her capital consisted of one husband, who refused to work; one big bashful, awkward son, five other dependent children and \$40 in cash. She had gone all over the wholesale section of New York, trying to get someone to start her in business, but everywhere she was told that her case was hopeless. It would be impossible for her to do anything with \$40.

TAKING THE DEALER'S MEASURE

The man in charge of the location department at Butler's saw something in the woman that the other wholesalers had missed. The best part of her capital was not the worthless husband, the small children nor the handful of change which she owned. Her real capital was a desperate, dogged determination, which stuck out all over the woman. She *had* to make good. Lack of money and the terrible need of it was really her best asset.

Much questioning gave the location man two main facts on which to work—the woman had an ice-cream freezer, and the little house in which the family lived was close to the sidewalk and not far from the business section of the town. Finally, the woman was told to keep the lazy husband and the awkward boy busy turning the freezer and to sell the ice-cream from house to house or in any way that she could. She was told to take the furniture out of the front room

of her home, to put in a big table instead and to hang a sign outside, "Penny Goods For Children."

A \$25 stock of candies, pencils, handkerchiefs, stationery and other things that could be retailed for a penny was sold to her. She was told to send in ten dollars to Butler Brothers every time she could spare it for more merchandise. Gradually the business grew and the penny limit was abandoned. To-day this woman owns a well-stocked, successful store. The awkward son is cashier of the local bank, the rest of the children have been given an education, the family is happy, prosperous and respected. Thousands of dollars' worth of merchandise has been sold for manufacturers by this woman and all because Butler Brothers showed her how to start in business with \$40.

This incident is mentioned because it shows that the location manager has a real job. He is the spotter of the destinies of thousands of merchants, and whether they succeed or fail often depends on the kind of a start he gives them. Of course, every person who has \$40 is not a merchant prince in embryo, and Butler Brothers would not encourage the average man to go into business unless he had adequate capital and appeared to be otherwise qualified to succeed. However, no arbitrary rules, saying who shall go into retailing and who shall not, can be laid down. Every man is a law unto himself. The man at the head of the location service must use his judgment. Many of the most successful retailers started in with little or no capital. For instance, one of the biggest merchants in the United States, outside of the large cities, was located by Butler Brothers years ago when he had a capital of only \$400.

Now, let us see how these location bureaus are operated. Although all of them are not run in the same way, a description of the methods now in use in the New York office will be sufficient to give an idea of the system. Butler Brothers do not employ traveling salesmen. They have

DETROIT
CMGCO
Advertising

*We are pleased
to announce
James D. Fulton
as a member
of the firm and
Vice-president*

THE CARL M. GREEN CO.
Advertising Agents

SALES DEVELOPMENT THROUGH ADVERTISING
Detroit

**Free Press Building
Phone Main 5490**



The Animated Cyclopedia OF Industry

**"The Land of Ad" is a new Advertising Medium
with an established and guar-
anteed circulation of 5,000,000**

This is the first MOTION PICTURE SERIAL offering space to the National Advertiser. We absolutely GUARANTEE a BONA FIDE CIRCULATION of FIVE MILLION for your message to the Public via the medium of the MOTION PICTURE THEATRE.

Through our LINK UP with the best MOTION PICTURE PRODUCERS and ARTISTS in the country, we are enabled to represent you in a PHOTO-PLAY which will create a new high standard in MOTION PICTURE ART.

The Fourth Dimension in Publicity

"THE LAND OF AD" is not labelled "ADV," nor inserted next to reading matter, nor spaced separately from the news columns. "THE LAND OF AD" is NEWS, it is READING MATTER,—because it is INFORMATION—ENTERTAINMENT—EDUCATION. "THE LAND OF AD" in a psychological, yet eminently practical manner, teaches the consumer WHY to refuse substitutes—WHY to purchase only nationally advertised products at STANDARD PRICES.

By its classic simplicity of reasoning, clear logic and compelling impression, "THE LAND OF AD" makes the Consumer the remedy for the EVIL of SUBSTITUTION.

"THE LAND OF AD" represents, in a manner, the MONTESSORI METHOD applied to advertising. As a medium for furthering trade with FOREIGN COUNTRIES, "THE LAND OF AD" stands SUPREME—it speaks the ONE UNIVERSAL LANGUAGE.

KEMBLE FILM CORPORATION
TRIANGLE BUILDING
585-587 Fulton Street Brooklyn, N. Y.

visitors who call on the trade, but are not allowed to take orders. When these men are not on the road they are engaged as house salesmen. The duty of the visitor is to check up each town in his territory about once a year. He has to see who is entitled to receive the catalogue and who is not. He acts as a service man. It is part of his work to show the customers of his house how they can improve their business. In reporting on the town he gives detailed information that is of great value to the Location Department. This report shows whether or not there is room in the place for another five-and-ten-cent, variety or general store. Often the town is already well supplied in this regard, but the stores there are so dead that the only way to put life into them is to have a hustling merchant locate among them. There are numerous cases on record where the arrival of a live retailer has stimulated the business of the whole town. New competition is often a blessing in disguise.

HOW INFORMATION IS SECURED

If the report of the visitor as to the opening for another store in the town does not seem to be satisfactory, the Location Bureau sends a blank to one of the local bankers, in which he is asked a lot of leading questions about conditions in his neighborhood. If the desired information does not come in this way, or if it appears to be incomplete or inaccurate, another blank is sent to a successful grocer, or to some other disinterested citizen in a non-competing line. Cards are kept of every town where a possible opening exists. All vital facts appear on this card. Where it can be obtained, information about buildings for rent, leases, rentals, etc., are tabulated.

The reports of the visitors are not the only sources of information about openings. Each new issue of the commercial-agency rating books are examined carefully and if a town seems to offer an opportunity for a new business, blanks are sent out to bank-

ers and others asking for facts.

Another important function of the bureau is the listing of businesses that are for sale. However, the majority of these have to be classified as "dead." There is usually something about the "for-sale store" that makes it an undesirable buy for the man who wants to go into business. Butler Brothers have too much at stake to recommend a poor opening to a prospect. Of course, many of these stores that are offered for sale are very desirable, if run properly. Some of the others are also good, if they can be bought under certain favorable conditions. The man in charge of the location service posts the prospect about these things, and if he follows instructions he cannot make any serious mistake.

A few years ago Butler Brothers conducted an advertising campaign to interest people to go into the five-and-ten-cent and variety business. Copy was run in national mediums. Small space, usually one-inch, single-column, was used. The advertising was signed by E. B. Moon, at one time "good-will" man for the Butler concern and now a successful retailer himself in Lakeville, Ind. For some time it has not been necessary to advertise for prospects, for there is usually more people who want to go into business than there are suitable openings for them.

Broadly speaking, there are very few places where there is a crying need for a variety or a five-and-ten-cent store, although there are many openings where men and women of a certain peculiar combination of qualifications would fit in very well. For example, any number of "hoodoo" locations are on file. These places have been the scene of a succession of failures, although everything would indicate that the opening is desirable. Occasionally a prospect will come along and there is something about him that shows he is the very man for one of the "hoodoo" stores. Here is where the location manager's knowledge of human nature is useful. He points with pride to

a long list of retailers who have grown rich in locations where many other would-be merchants had failed.

Once in a while a man will come to Butler Brothers for a location, when investigation discloses the fact that his own town offers one of the best opportunities in the country. On the other hand, many prospects are set on opening a store in their own neighborhood, thinking that their acquaintance will be a valuable asset, while the chances of them making a success in the place are almost nil. Not long ago an old man insisted on risking the savings of a lifetime in a store in a little town in New Jersey. He was warned. He was told that his failure would be only a matter of a few months. Everything was done to discourage him, but to no avail. As a result, the hoardings of a quarter of a century were frittered away in a few short weeks.

Just recently a man ran into the Location Bureau all excited, thinking that he had discovered a gold mine—a town of six thousand people in Pennsylvania, where there is neither a ten-cent nor a variety store. He was told that the place was a graveyard and that it was a good location only for an undertaker. This man was saved from putting his money into a store that was almost certain to have proved a disappointment to him. There is usually something decidedly wrong with a large town where there is no store of this kind.

Frequently the best openings are in places where the untrained observer would think there is no possible chance for another store. Surprisingly fine opportunities are occasionally revealed in the suburbs of large cities and sometimes even in small towns. The inexperienced prospector for retailing "lodes" would be likely to pass by the best claims were it not for the assistance of the location service. For personal reasons people living in a town will often discourage strangers from starting in business there. Hence the value of an outside, disinterested, competent source of information on the subject.

An elaborate filing system is used to care for location data. Prospects are filed as to their address and also as to where they would like to locate. They are also filed as being "live" or only "possible." Cross-reference devices of all kinds are employed. Alphabetical lists of openings are kept as to States. Locations are classified in many ways. For instance, separate lists are kept of those places where good chances for a store exist, but where it is impossible to get a suitable building. These towns are watched closely. Once a person has shown an interest in finding an opening, he is followed up every few months until he is located or until his inquiry is killed. Sometimes this takes years.

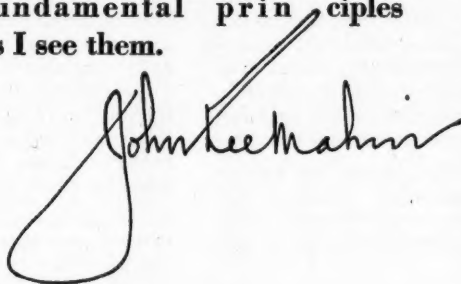
CLOSE TO THEIR CUSTOMERS

Most of the relations between the prospective merchant and the Location Bureau are through the mails, especially in the preliminary stages. However, the results are likely to be more satisfactory if the prospect makes a personal call on the manager of the location service. When he knows what the man's caliber is, it is much easier to advise him intelligently. For example, if a blacksmith wrote in, saying that he worked in a store for two weeks, years before, and that he now had \$150 in cash and with it wanted to own a store of his own, the reply of the Location Bureau head can very well be imagined. Yet such an inquiry did come to Butler Brothers, but fortunately the man came in person. He appeared to be made of invincible stuff. He was given a start and in five years he was doing an annual business of \$45,000 on that original investment of \$150.

Locations are recommended that seem to suit the prospect. His capital, experience, character and general make-up are all taken into consideration. Generally the man who has insufficient capital, or who has a permanent position at a good salary, is advised against going into business. Occasionally a young man is told to go to work, save his money and get experience at someone else's expense before

Ethics

One of America's big business men recently asked me: "Has the advertising business any ethics?" To him, and all others who would like to know where I stand before engaging my services, I shall be glad to send a printed copy of the thirteen fundamental principles as I see them.

A handwritten signature in cursive script, reading "John Tee Mahan". The signature is written in dark ink and is positioned below the main text block. It features a large, looping initial "J" and a long, sweeping underline that extends across the width of the signature.

33 WEST 42ND STREET
NEW YORK



The Kingdom of the Subscriber

In the development of the telephone system, the subscriber is the dominant factor. His ever-growing requirements inspire invention, lead to endless scientific research, and make necessary vast improvements and extensions.

Neither brains nor money are spared to build up the telephone plant, to amplify the subscriber's power to the limit.

In the Bell System you have the most complete mechanism in the world for communication. It is animated by the broadest spirit of service, and you dominate and control it in the double capacity of the caller and the called. The telephone cannot think and talk for you, but it carries your thought where you will. It is yours to use.

Without the co-operation of the subscriber, all that has been done to perfect the system is useless and proper service cannot be given. For example, even though tens of millions were spent to build the Transcontinental Line, it is silent if the man at the other end fails to answer.

The telephone is essentially democratic; it carries the voice of the child and the grown-up with equal speed and directness. And because each subscriber is a dominant factor in the Bell System, Bell Service is the most democratic that could be provided for the American people.

It is not only the implement of the individual, but it fulfills the needs of all the people.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy

One System

Universal Service

he starts out on his own account.

Of course, Butler Brothers' Location Bureau does not aim to relieve the prospect of all responsibility. That would be bad for him. He must use his own judgment. He is given no end of help, but in the long run the final decision is up to him. On this point Butler Brothers say in one of their books:

"If you are going into a strange town it would be better to spend a week in collecting facts than to spend a day. Very often a stranger in a town does not begin to realize where the center of things is until he has thoroughly familiarized himself with conditions, and with the banker, baker, candlestick-maker, and gotten some sort of a consensus of opinion. You must have the patience to cultivate a capacity for judging locations, if you are going to be a good merchant.

"Of course, you must judge a town from your own standpoint. But you should, by all means, satisfy yourself as to the surrounding country. Is it thickly settled? Are the farmers prosperous? Are they in the habit of buying locally—or in the county seat—or from the retail mail-order houses?

"What other industries? Factories? Mills? Shops? Do they furnish permanent employment? Will they move away next year?

"Has the town a busy, prosperous appearance? How many farmers' wagons on the streets? Are the stores busy? How many clerks? How many customers? How many loafers on the corners? Is there wealth there? What business do the banks do?

"These are some of the questions you must ask yourself when you are looking for a location."

It is true that nearly every jobber and manufacturer will attempt to give assistance in finding a location to a retailer who wishes to engage in their line of business, but they are not equipped to render the service. A letter from them, reading something like this, is about the extent of the help that most of them can give:

"We have asked our Mr. Jackson, who travels out your way,

to tell you about a few good openings for a drug store in the towns you mention."

It would seem that the systematic, thorough methods which Butler Brothers use in conducting their Location Bureau should be suggestive of a service that is needed in practically every line of business.

For years a little city out West had only two dentists. They were worked to death. The place could easily have supported five dentists. Another city, not much larger, and only a hundred miles from the first, had twenty-one dentists. What a chance the manufacturer of dental supplies missed in failing to equalize the opportunities in these two places! Conditions in other fields similar to this are prevalent in many towns and cities of the United States.

Many of the best locations in the country went a-begging for years before someone had the acumen to recognize their value. No doubt as many more, just as good, are still unrecognized.

One evening a man went out to buy some candy and discovered that for several blocks on the busiest part of one of the busiest streets in America there wasn't a single candy store. Later a manufacturer paid the man well for this information. There are too many hardware stores in some towns, and not enough dry-goods stores. A new drug store will be located in a place and what is needed is a paint store. A man will open a shoe store in a certain city that is already overcrowded in this line. At the same time a crying need for a shoe store will exist in another town only a few miles away.

Manufacturers could do much to remedy this condition. It is a form of dealer-co-operation that they can render that will be greatly appreciated. The chains use the resources of their vast organizations in selecting locations. Is it good policy for manufacturers to leave the inexperienced independent merchant, who has to compete with the chains, to decide this important question unaided, blindly and haphazardly?

Finding the Just-right Salesmen for the United Cigar Stores

How Harry G. Petermann Selects the Fittest from 12,000 Applicants a Year

HARRY G. PETERMANN is the man whose job it is to select most of the clerks who work in the thousand and over stores of the United Cigar Stores Company. Twelve thousand men every year walk into his office in New York and ask for places. Only one out of every hundred survives the tests which this employer makes and gets a start in the service of the United company; and of those who get the opportunity, only four-fifths of one per cent permanently make good. So it is evident that the tests, severe and searching as they are, are none too drastic.

What are those tests? Why are some men—very promising men, you would say—given so short a shrift, and why are others given the chance they ask for?

"It must be remembered," says Mr. Petermann with emphasis, "that I am hiring men for service in the United Cigar Stores. The requirements are such as experience has indicated will give us the best results. It must not be supposed that all the men I turn down are unfitted for employment elsewhere.

"For instance: I sit with this window behind me, so that I am able to get a vivid impression of every man who comes in, and my first inspection is his walk. I want to see if he is crippled or sore on his feet. A man applied yesterday who was about A-1 in every respect except that he had walked with a slight limp. His explanation that he had been brought up as a clerk in a grocery store and had jumped about that store for upwards of ten years counted for nothing with me, nor did his evident activity and energy. In our stores the space is so limited that we have no room for ladders, so men must jump onto showcases and if any of our men has an accident we take care of him. Now this man

had his own accident insurance, but our companies would not insure us against the loss we might sustain in his case. And, finally, we could not admit such a precedent. If we took chances with one cripple, we should be led into taking other chances—the bars would be down. Before we knew it we should be up against a new set of liabilities.

"There are exceptions to all rules, of course, and mine are not ironclad. For example, a man may fail to qualify on some of these points, but he may show me that he has a large personal following, and I may try him out on the chance that he will bring in enough added trade to justify me in disregarding some requirement.

"I want a man to use good language, but this must not be taken too literally. A few days ago, for example, a man applied who had a wonderful gift of language. He spoke so perfectly, in such well-modulated tones, so pleasingly, that I was entirely taken up with his language—so much so that I entirely lost the drift of what he was saying! That was an extreme case, of course. What I want is that a man shall speak clear, colloquial English—every-day talk, not marred by faulty accent, nor overloaded with slang.

PROPER ASSIGNMENTS IMPORTANT

"The assignment of men to suitable locations is a most vital matter. The man who handled this work before I came to it was an auditor, who knew nothing of real store work and was not familiar with the locations of our stores. He had all kinds of trouble. Now I know the stores intimately—have worked in them from the ground up. There are fifteen men in my school now. Among them is one Jew, an Englishman, an Irishman, a college-bred man of some merchandising experience, a man who has

PRINTERS' INK



A STRATHMORE PAPER *for* every audience—every business—every product

IN planning printed matter, you can choose a Strathmore Paper that by its very look and feel expresses the idea your customer wishes to convey—the *strength* of machinery, the *femininity* of wearing apparel, the *dignity* of a profession, the *exclusiveness* of an automobile, or the *craftsmanship* of furniture.

FOR every business and every piece of printed matter there is a Strathmore Paper that expresses the fundamental idea—a paper that backs up and strengthens the message of the text by saying the same thing. Our little demonstration booklet, "*Paper Does Express*," will convince you. It is a booklet every printer ought to see, a sales help every printing salesman ought to carry. Write for it. STRATHMORE PAPER COMPANY, Mittineague, Mass., U. S. A.

Strathmore Expressive Papers

SPARTON

Safety Signals

SPARTON sounds the loudest note of quality—endurance and automobile horn perfection. Forty leading cars of America and Europe adopt the Sparton as regular equipment,

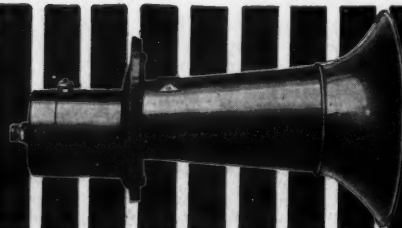
Doesn't that convince you of Sparton superiority? Let your choice be backed by the judgment of these motor car experts.

There is a Sparton for every size car—four to fifteen dollars.

The Sparks-Withington Co.
Jackson, Michigan



Petrified Forest



'roughed it' a bit, and a Southerner.

"If I sent the Englishman or the college man to our store at Forty-second street and Tenth avenue, among the 'rough-necks,' he would fall down. The man for that store is the one who has had a dose of roughing it himself. If I assigned the man from North Carolina to Fifty-ninth street and Ninth avenue he'd fail, because that is a negro district. So I must keep the Jew from the neighborhood of a Catholic church and the Irishman must not be sent into the Ghetto. All of this is selfish business, because we have a definite investment in each man we train; but it is also only fair to the men, who are entitled to be given every chance to make good. It is up to us to place them in the right pew."

JUDGING PHYSICAL APPEARANCE

In the *American Magazine*, Merle Crowell describes some of Petermann's methods. Parts of the article are herewith quoted by permission.

Suppose that nature had been unduly generous in your physical make-up. Suppose, for instance, that you weighed more than two hundred pounds.

In the mind of Petermann there is always a picture of a thousand cigar stores, some of which pay as high as thirty-five thousand dollars a year for rent. High rents demand economy of space; every square inch is precious.

"Won't do! Won't have working room behind the counter! Would be in his own way!" runs Petermann's thought as he sizes you up.

Suppose, to the contrary, that nature had used a short yardstick; suppose you were less than five feet three inches tall.

"Won't do!" thinks Petermann. "Customers would bulldoze him! Hold-up men would spot him as an easy victim! General impression wouldn't be up to par!"

As you sank into a chair your face would be swept by his eyes, but the chances are that the inspection would not settle your case beyond appeal. For Petermann

believes that physiognomy and phrenology are still inexact sciences.

"Some employment directors will not take on a man who has the 'square' or 'flat' type of head," Petermann told me the other day. "I discount such ideas. If a man with a head as square as a cigar-box can sell me his services I'll hire him."

"What was your last job?" might be one of the first questions. . . . Ah, here you would shine!

"Worked in 'the Street,'" you would say, getting off glibly that magic phrase. "I was employed in the banking-house of X. & Y. On account of foreign complications they had to rearrange their business, and so I was let—" Enough said! Your last chance is gone!

"What have you got against banking and brokerage offices?" I asked Petermann.

"Nothing in the world," he replied. "Only men who have worked there don't fit into our game. They have had short hours, comparatively easy work, all their Sundays and holidays off, and have been able to keep 'dolled up.' With us they will have to stand behind a counter for nine hours and a half a day, and work nights, Sundays and holidays. The result is they will be as much out of place as a corkscrew in a pulpit. They will be discontented; and at the first opportunity they will break back into their old line. It costs too much to put men through training school for us to take any needless chances on losing them in a hurry."

After two or three weeks in the training school Petermann's clerks start behind the counter at twelve or fourteen dollars a week. As soon as they are "settled" they are put on a percentage plan based on average weekly sales plus their regular salary.

But to return to Petermann and his analytical quiz:

You, Mr. Applicant, may be a "seasonal-goods" man in the slump of your off season.

"Work is slack in my line just at present," you would say. "I

wanted to get a steady position where—"

"I'm very sorry," Petermann would break in, before you could get any further, "but we haven't a vacancy at present. . . . No, I don't think it will be any use for you to come back. Hope you find a job somewhere else. Good-bye!"

"Seasonal-goods" men, Petermann has learned, may make good salesmen through the off season, but when the tide of their old trade turns they are drawn back into it by the lure of higher pay for the time being.

Petermann has harnessed himself to the task of eliminating as far as possible the "turn-over." A recent canvass of factories of all kinds showed that on the average six and one-third times as many people were engaged in the course of a year as constituted the permanent increase in working forces at the end of the year. And the cost of breaking in each employee averaged forty-five dollars. Among sales-folk the average turn-over is less, but the cost of breaking in is more. Petermann figures that each employee costs the company fifty dollars in the first six months.

These are facts which an employment director must never forget for a moment.

DON'T HIRE ACTORS FOR CLERKS

"If a fellow has been clerking in a summer hotel and then comes here in the fall for a job," Petermann told me, "he hasn't a chance of getting one. He might make us a good man through the winter, but as soon as the spring sun began to shine he would see visions of crested whitecaps and would hear the surf booming on some distant beach; he would think of summer-girls and bathing-suits and easy money and excitement—and away he would go! Then we would have another gap to plug.

"Take a theatrical fellow—one who has worked around the stage or in the movies. We don't want him. He has had too shifting, too erratic a life. He won't buckle down to hard work behind a counter long enough to get any-

where. So what is the use of hiring him?"

Petermann is a great believer in what he calls the "postage-stamp" fellow—the one who sticks until he gets to the place he was intended for. Also, he is very partial to the man who stands on his own legs. "Pull" is the last thing in the world to get a man past.

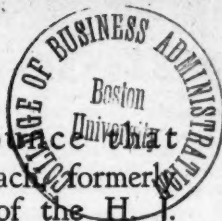
"I want to hire no man who is paying more than twenty-five dollars a month for rent," he explained to me. "It means simply that he won't be satisfied with the twelve or fourteen dollars a week that we will pay him at the start. And the very fact that he is dissatisfied will hinder him from working up to better pay, even if he sticks."

Petermann has as definite ideas about the proper material for a salesman as he has about the proper filler for a "perfecto."

"Other things being equal," he told me, "the fellow who has sold shoes or hats has the call. He has been schooled in pleasing people; he has patience raised to the nth power. You know how hard it is to satisfy the average buyer with a shoe or a hat. Well, some persons are just as finicky about their cigars.

"A barber is good material, too; he is polite, he has been used to meeting people and to pleasing them with his services. He has had, also, to work part of the time evenings and Sundays. Men who have worked in grocery stores, candy stores, or who have done any other kind of retail clerking are likely to be pretty fair material to pick from.

These, then, are the tests, positive and negative, through which Petermann puts every job-seeker. One man out of eighty passes the initial examination; then comes the probation period of the training school. Here undiscovered weak points frequently develop. The upshot of the whole matter is that approximately only one man out of every hundred who walk into Petermann's office ever sees actual service in his ranks. Many of the failures, of course, are due more to the job than to the man.



THIS is to announce that

Mr. M. S. Achenbach, formerly Advertising Manager of the H. J. Heinz Co., has become associated with the Nordhem organization as Secretary of the Company and Director of Plans.

We invited him to come with us in this capacity because of his wide merchandising experience—his thorough knowledge of the value of all advertising mediums—and his proven ability to use them in their most effective relations.

Mr. Achenbach brings to our organization a sales and advertising experience gained during the past fifteen years with such well-known houses as the H. J. Heinz Company, Armour & Company and the National Biscuit Company, and his personal counsel will be available to our clients in the consideration of their merchandising problems as a regular part of the Nordhem Service.

IVAN B. NORDHEM CO.

Official Representatives of the
POSTER ADVERTISING ASSOCIATION
of the United States and Canada

New York
Buffalo

Chicago
Cleveland

Pittsburgh
Minneapolis

Philadelphia
Kansas City

The MOORE PRESS, Inc.

announces
its removal to the

Printing Crafts Bldg.

Eighth Ave., 33d to 34th Sts.
NEW YORK



This opportunity is taken to inform the trade of the complete ownership of this business by the undersigned, who have no financial interest in any other printing or lithographing concern.

ELIOT D. MOORE
FREDERICK RETZ
ROBERT MEARS, JR.

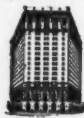
GEO. E. BURROWES
Superintendent

HOTELS STATLER

Rates from \$1.50 Per Day



BUFFALO
450 Rooms 450 Baths



DETROIT
800 Rooms 800 Baths



CLEVELAND
1000 Rooms 1000 Baths

The Why of Statler Service

ALL of us at Hotels Statler realize that you—the guest—are the man who pays our salaries.

When you no longer come to us we will go out of business.

It is you—not we—who must be considered first in every detail of the operation of these three hotels.

So these hotels are operated, from sub-cellar to roof, to satisfy you with what you buy of us. Hence the doctrine that the guest is always right; hence our earnest efforts to give you more than your money's worth.

Your satisfaction guaranteed, whether you spend \$1.50 or \$20 a day.

You'll always find other advertising men at the Statler.



At the training school the new men are taught tricks of salesmanship, shown how to meet customers' objections and educated in the history of tobacco, the difference between different kinds of tobaccos, cigars, cigarettes and pipes, and many other things. They get selling experience in an actual store connected with the school. Continuing, Mr. Petermann said to a representative of **PRINTERS' INK**:

"In relating my rules I should like to bring out the fact that they result from our special experience. We have formulated these from what we have learned of our own requirements. I may add that I am often surprised to find that men in positions like my own so generally are without any fixed idea of what they are looking for. I believe in intuition. I think it a great force and I use it constantly; but I think that to load that faculty with the entire job of selecting men is to invite a heavy percentage of failure.

EVERYBODY GIVEN AN AUDIENCE

"Again, I am constantly told by men who call on me that they are turned down by office-boys elsewhere—the employment man being 'too busy' to see them. I do not believe in that. I know that when a man applies here he wants a job. He must need the job, or he would not apply for work at \$14 a week. Chances are he is feeling somewhat blue, discouraged and perhaps a bit humiliated. It must hurt that man keenly to be turned away without an interview. If he is so turned down by a mere kid who is not likely to be very diplomatic or sympathetic about it, I think the time will never come when he can forget the experience. If, then, he is a consumer of cigars, or tobacco, or biscuits, or soap, think what an accumulation of ill will is being piled up needlessly against the places where he got his curt, perhaps, insulting, dismissal.

"So I see everybody. Nobody ever finds me 'too busy.' I may have nothing to offer, but I can greet the man with a smile and

perhaps make him feel good for a minute or two. My courtesy will cheer him so that when he leaves he is apt to say to himself: 'Well, I did not get a job there; but those people are white—they are human!' And that is worth my time, you may be very sure.

THE CORPORATION'S SOUL

"There are some other interesting points about my work and experiences with men. Maybe you have seen this saying in the 'Shield': 'Pull may get a man into a job, but he can only stay in it by making good!' Rarely, but sometimes, a man gets in here by means other than my tests; and sometimes he passes my tests and I employ him with misgivings due to intuition. Two such have just recently been dropped. The first survived until the detectives proved that 'pull' could not hold a man upright. The second one, of whom I was intuitively suspicious because his record seemed almost too faultless, if I may so express it, was caught literally 'with the goods on him.' Of course, we can do absolutely nothing with that kind; but I want to show you that there is a soul hidden in this corporation. If an employee stumbles, we help him to his feet and give him every show. Some of those experiences are very pleasant to look back upon.

"Some months ago we took on a very handsome young fellow with a clean record. He worked all right, but we learned he was 'playing the races.' We discovered nothing wrong with his accounts, but we naturally laid him off. Then a doctor, a family friend, notified his mother, and the lady came down here from the country quite naturally distressed. We got the boy onto the right track and back to his job—and he is doing well, having evidently acquired his lesson. He comes of such good stock, too, that we have great hopes for him. After his mother returned home she wrote me this letter:

"My Dear Mr. Petermann—Well, here I am, back in the woods with the squirrels and glad to

be here. You may all have your rapid-transit affairs, but our little Maxford, which needs paint badly, is enough excitement for me.

"Frank comes naturally by his love of outdoor life. I think he has received his first business lesson, and I have every reason to believe he will profit by it and make good. I feel that I am largely responsible for his shortcomings and I also know that I am responsible for what little good there is in him. In aiming at some points I surely lost track of others.

"He needs just such discipline as your concern gives, and I consider him very fortunate in being placed under it. You will not find Frank knowingly disloyal or dishonest, but if you *do*, I want to know it, for experience has taught me that young men are young men, and none of them immune, also that there is always a first time for everything. All the "capers" laid at his door by the United are exactly the things I have seen in him, but, mother-fashion, I have always patted my own back and said: "Well, Frank is a good boy as boys run"; but that doesn't make a good business man I know.

"You probably wonder where Mr. Bothwell gets off in this. He is an artist. Did you ever know or hear of one who knew business enough to count his own salary, much less handle it? I guess not! So there you are.

"I thank you and appreciate you, and it is due to you that Frank makes good, as he will do if I can make him.

"Gratefully yours,

"ROSE M. BOTHWELL.

"P. S.—I neglected to tell you of a young lady who is visiting in Brooklyn. Frank and she are good friends, and he will see her while she is there—about ten days. So if you find him with a girl in Brooklyn it will doubtless be her. She is a little lady of good breeding and it is all right.

"R. M. B."

"To which I replied:

"My Dear Mrs. Bothwell—I received and appreciate your letter.

"Frank is on the "firing-line"

and working hard. He has good and bad in him, as we all have. We must draw out the good and kill the bad. Frank has much to work for—he has got to make good not only for his own good, but for his mother—that big-hearted doctor—for Petermann; and let's not forget that little girl, that bit of loveliness.

"Enclosed you will find an article which is self-explanatory. It may be a good thing for this preachment to reach Frank through you.

"Very respectfully yours,

"H. G. PETERMANN."

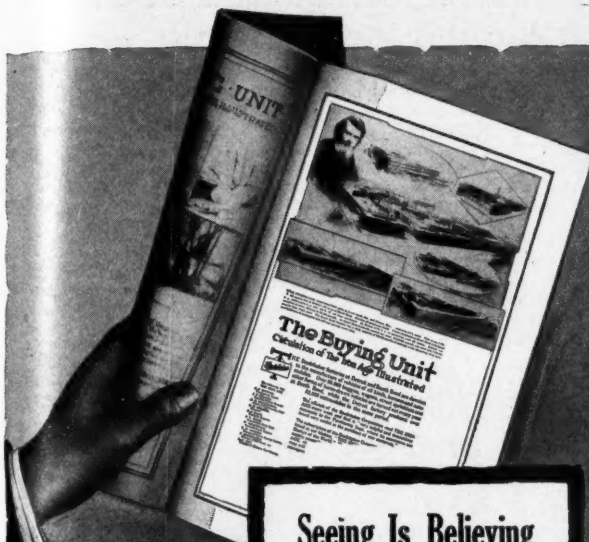
"The most gratifying feature of this experience," concludes Petermann, "was the unusual good sense of Frank's mother. She did not take her 'sonny boy' under her wing and mollycoddle him with the idea that the 'United was unfair to him,' as, unfortunately, is the way of too many mothers. No; she investigated intelligently and then made the boy stick and make good right in his first job. Her treatment of him in this instance will, I believe, be the making of his whole future."

* * *

The public's share in this careful sifting of the United men is well illustrated by the following from the New York *Tribune*. A subscriber writes:

"This is a tale of absent-mindedness which proved to be a pleasant experience for me. After lunch one day recently I entered a United Cigar Store at 1399 Broadway for a package of 'Between the Acts,' handing the clerk a dollar bill. He put the change of ninety cents on the plate on the showcase. However, I wanted matches and asked for a box. The matches, together with the profit-sharing coupon, I put in my pocket and forgot the change. I do not remember ever having been in the store before. About six I went back, but a new clerk was on duty. This new man asked me what I had purchased, at what time and the amount of change I had forgotten. After he had consulted a memorandum made by the former clerk, he promptly handed me ninety cents.

"H. F. B."



Seeing Is Believing

and in this 64-page book we have just prepared, you can see for yourself facts, figures, pictures of 57 big American firms which subscribe to THE IRON AGE.

This book isn't any mere compilation of statistics, however. It's an interesting readable demonstration of the Buying Unit Circulation of THE IRON AGE—a demonstration of the fact that our subscriptions are in the names of companies—buying units.

Fifty-seven of these buying units are described in detail—with a picture of the plant, a description of the product, estimates on the annual consumption of raw materials, the number of employees, etc. More important still, the name and position of every man in the plant who uses THE IRON AGE is included in many cases.

The book will be mailed to any executive of a company interested in the Iron, Steel, Machinery and Metal-working Industries. *Do you want one?*

The Iron Age

Member of the A. B. C.

239 West 39th St.
New York City

BE OUR GUEST AT

The National Motion Picture Exposition

Madison Square Garden, New York

May 6th to 14th

You are cordially invited to visit this wonderful exhibit and meet us at space No. 147.

See our surprisingly novel display of modern ideas in *high class advertising slides*.

To those unable to attend, write for the May issue of "Rays of Light," a magazine that is "blazing the path of screen publicity."

NOVELTY SLIDE COMPANY

THE WORLD'S LARGEST SLIDE MANUFACTURERS

115 East 23rd Street, New York

What our advertisers say. No. 2 of a series.

FROM A TABLE OIL CLOTH MANUFACTURER

We also appreciate that your work implies more than simply publicity. You create, which, after all, is the highest form of business activity. Anyone can follow the beaten track, but it takes a pioneer to open new territory; in this respect your organization has done wonderfully well. The ideas of you and your staff are equally if not more valuable than your advertising columns.

Yours very truly,

DRY GOODS ECONOMIST

231 West 39th Street, New York

BOSTON - - - 201 Devonshire Street

PHILADELPHIA - 929 Chestnut Street

CHICAGO - - - 215 So. Market Street

ST. LOUIS, 1627-1631 Washington Avenue

CLEVELAND, - - 516 Swetland Building

CINCINNATI, 1417 First Nat'l Bank Bldg.

SAN FRANCISCO, 423 Sacramento Street

LONDON (Eng.), 11 Queen Victoria Street

PARIS, FRANCE - - 2 Rue des Italiens

Getting the Trained Engineer to Specify Your Goods

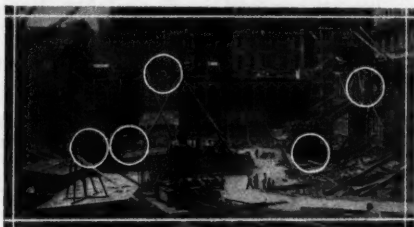
The Kind of Sales-appeal That Has Force with Him

SELLING problems would be greatly simplified if there were always some one person whose "yes" or "no" could be depended upon to settle the matter so far as the purchase of particular goods were concerned. Once having identified that important individual, and having convinced him—or her, as the case may be—the rest would be easy. Unfortunately, however, it does not often work out that way. Even in such routine matters as the purchase of common household supplies the buying influence is by no means static. The housewife may be the power behind the order book, but her judgment may at any time be influenced by other members of the family council, the children, the servants, or the neighbors. The president of a corporation may be the man whose decision "goes"; yet the recommendation of the factory superintendent, or the purchasing agent, or a foreman in greasy overalls out in the plant may go far toward determining what that decision is to be.

For the reasons given above, it is extremely difficult to measure the buying power of any man or group of men with exactness. The maker of a product can very seldom trace all of the varied influences which result in a given sale. He does know, however, that there are certain influences which he cannot afford to neglect. Their recommendations may not be absolutely conclusive

in all cases, yet he can hardly hope to make much progress without enlisting their support. Such an influence is that of the trained engineer.

His influence frequently determines the material, the machinery, the equipment, the tools and the supplies which shall be used in the mining of our minerals, the construction of our



Have you a photo like this
to send us—\$5.00 for it—

THE above photograph shows the foundation excavation for the new Equitable Building, New York City, and it also shows five Ransome Mixers on the job. The white circles show the position of each. Notice that three of these mixers are mounted on rollers so that they may be moved from column to column. But notice also that two mixers are mounted underneath the hopper platform over which the loading tower is erected by the hoisting system. These mixers may be shifted wherever they are required to keep the chute angle steep and distances for concrete transportation small.

All five mixers are working at once thus making a mixer out of a 7-4 mixer.

The O'Connell Construction Company, Chicago, had secured the mixings for all five mixers.

WE are compiling a book on Concrete Plants. We want a complete book—we want a good one. Since this book after completion is to be given to you, we want you to have a hand in compiling it. So we offer to pay you \$5.00 for every suitable photograph of

RANSOME CONCRETE MIXERS

The only conditions governing the sale are that the photos must be 8x10 or of sufficient clarity to allow for enlargement—they must be pertinent—they must be accompanied by details such as are given at the left—and they must be acceptable to us. In the event of the photos being not just what is wanted no use will be made of them and they will be returned. To send your photos \$5.00 will be paid for every one accepted.

Send your photos in NOW

Ransome Concrete Machinery Company
Dunellen New Jersey

IT HAS BEEN FOUND THAT IT IS WORTH WHILE TO GET
PHOTOS SHOWING A PRODUCT USED ON A BIG JOB

railroads, bridges, subways, tunnels and public buildings; he has his say about axles and bearings which go into our motor-cars, the kind of pumps which deliver us the water we drink and the type of mechanical stoker which feeds the boilers in the electrical power-house which supplies

our light. In the coal-mining field alone—representing only a small part of the whole sphere of the engineer's influence—the purchases of equipment and supplies are declared to represent a charge of twenty cents against each ton of coal which is mined. In 1915 the total amount of coal mined in this country was in excess of 500,000,000 tons—representing about \$100,000,000 worth of manufactured products which were bought very largely on the say-so of the mining engineer. Perhaps even more spectacular figures could be produced for other industries if there were any way of getting at them. Mighty few of the vast purchases of the railroads, from picks and shovels to milling machines, from brake-shoes to complete locomotives, are decided upon without at least consulting the engineer. The manufacturer who can get the O. K. of the engineer on his product often has it half sold. Ways and means of informing the engineer concerning the merits of a product have been made a special study by many large concerns, and some of their conclusions are brought together in this article. For example, Arthur V. Farr, of the S. K. F. Ball Bearing Company, sums up his experience as follows:

"For an engineer to specify your product is usually the result of conviction on his part, and at the same time it is recognition of superiority and value of the product.

ELEMENTS THAT WIN THE TRAINED ENGINEER

"To win one's way into the specifications of the trained engineer it would seem that three stages must be passed through until the recognition of confidence results in mentioning the product by name in the specifications.

"Probably the most important stage is that of convincing the engineer as to the merit of the product. Good-fellowship and cajoling can never hope to win permanently in the race for recognition. The engineer must build his regard for the product upon the foundation of faith in the ma-

terial, design, workmanship and general merit of the product.

"Other things being equal, an engineer would prefer to specify a product that is generally well regarded, that does not require detailed explanation on his part as to why the product is mentioned if he should be asked for a reason. It is easier and more natural for the engineer to specify a product that has a well-established reputation and that is spoken of highly by other engineers than one that does not justify itself on its face value.

"The road of least resistance is a potent, also, sometimes, unconscious factor. This does not mean by any means that an engineer will not specify a practically unknown product if he is sufficiently convinced of its merit. And my experience in dealing with engineers, both mechanical and electrical, industrial and consulting, would lead me to believe that the average American engineer is always looking for a new and better product, and has the courage of his conviction in specifying what he believes to be best for the case in hand.

"The third element that helps to get the engineer to specify the product is what might be termed pleasant associations. Engineers are no different from any other type of business man in that they are influenced by pleasant relations with the company in back of the product. The tone of the correspondence, the type of man that calls, compliance with requests for special information and details, all weigh heavily when it comes to considering a product.

"A single illustration of this will illustrate my point. A consulting engineer was investigating the merits of various types of high-pressure steam valves so as to select the best makes to include in his power plant specifications. To get this information he delegated two engineers of his staff to visit the valve manufacturers or agents in New York City, to examine each valve carefully as to design, material, weight, allowable pressures, etc. Here was an opportunity which the valve people had



CHARLES DANIEL
FREY
COMPANY

Advertising Illustrations

MONROE BUILDING
CHICAGO

An Idea That Is Making Good



**THE
KNICKERBOCKER PRESS**

COVERS

Albany, Troy, Schenectady
and The Capitol District

FOR YOU

RATE, SIX CENTS FLAT

*Advertisers, Sales Managers and
Space Buyers are requested to write*

THE KNICKERBOCKER PRESS

FOR FACTS

Member of A. B. C.

My, How That Boy Is Growing!

That's what they say about your boy and my boy and every other boy, and that's what they are saying about

THE BOYS' MAGAZINE

It's growing bigger and better every day. The editorial staff has grown until it now has an all-star staff of editors, covering every worth while interest of boyhood.

Likewise, the advertising department is growing. A few months ago we established New York Headquarters in charge of

THERON R. LYLE

1328 Broadway

and now, after long and careful study of the Western field we have appointed as our Western Advertising Managers

COLE & FREER,
1328 Peoples Gas Bldg.,
Chicago, Ill.

THE BOYS' MAGAZINE to-day guarantees, through the Audit Bureau of Circulations, 100,000 circulation among the livest boys in America.

If you want to find out how to utilize "boy power" in your merchandizing campaign, get in touch with either our New York or Chicago office.

The Scott F. Redfield Company
SMETHPORT, PA.

apparently been looking for for a long while. But the two visiting engineers experienced a surprising number of difficulties. Some parties called upon hesitated about giving out the information, others apparently were not sure as to the uniformity of their products, and others were just disinterested and unobliging. At but three concerns was the information given intelligently and courteously, and you can imagine the unconscious effect on the mind of the consultant in making up his list of manufacturers to include in his specifications, as based upon the report issued by his examining engineers.

EDUCATIONAL WORK OF SALESMEN AND ADVERTISING

"The backbone of the effort of the S. K. F. Ball Bearing Company to get engineers to specify S. K. F. is its corps of salesmen. Technically trained, able to assist in engineering layouts, etc., this body of salesmen are everlastingly talking about the superiority of design, material and workmanship of S. K. F. The writer had occasion recently to visit the automobile engineers in the Detroit section in company with the S. K. F. salesman, to collect data for use in the Automobile Bulletin. In talking to the engineers about their cars, it was surprising how frequently they referred to our salesman for confirmation about their product. He knew intimately the design of the cars and had assisted in many a car layout. It is not surprising that our ball bearings are specified by these engineers.

"This educational work on the part of our engineers is backed up by the same kind of advertising copy. We feel that our advertising must necessarily be educational, illustrating the merit of our product by its use in some particular construction. The S. K. F. Ball Bearing is used in this particular place (which is illustrated), because the bearing construction (which is described) adapts itself to the service conditions (which the engineer knows about).

"Special bulletins are issued on special subjects with information

in such shape that engineers can get the information necessary to show how the S. K. F. Ball Bearings can be used and why. These bulletins are of uniform size, fully illustrated,—in themselves make up an engineer's library on the subject of ball bearings. The scope is sufficiently broad so that he will learn how to mount; care for, lubricate and get the best results from ball bearings. We have frequently been told by engineers that these bulletins have been used in laying out new work, and they show specifically where and how the ball bearings can be used to advantage.

"These bulletins are but part of the general educational campaign of the company. Technically trained men handle the correspondence, layouts and recommendations are submitted, all focusing upon the same objective—giving all the information wanted as explicitly as possible and cementing relations between manufacturers and engineers or users, present or prospective.

"There are now a great many engineers all over the country who have used our product and are well pleased with results. The effect of the opinion of these engineers upon other engineers can be appreciated. In using ball bearings, an engineer wants information of a technical character, and if engineers of reputation have already used a product, it is pretty good evidence that the product is good. This paves the way for trial and use.

"We have found that engineers like to have their name linked with our product. The layout of the advertisement is dignified, and the engineer's opinion is played up prominently with the S. K. F. subdued. This gets attention upon the man and his message. The fact that S. K. F. Ball Bearings are the highest priced ball bearings sold in America helps to make this easier."

In order to secure the viewpoint of a concern concentrating on one particular field and type of engineer an interview was secured with P. D. Case, of the Raymond Concrete Pile Company.

Worcester Advertisement No. 3

Printing and Selling More Newspapers

every day than any other Worcester daily Newspaper, The Evening Gazette is now plainly "first choice" in Worcester.

31,009 Daily Circulation

for 6 months, ending March 31st, 1916, was The Evening Gazette Report to the Post Office department and yet, practically the entire circulation is concentrated in and around the city of Worcester, where Readers are interested in Worcester—Worcester people and Worcester stores.

Within the city of Worcester (corporate city limits) The Gazette has nearly as much circulation as other dailies combined.

WORCESTER'S BEST NEWSPAPER

The Worcester Gazette Over 30,000 Daily

N. B. Next week another half-page will give facts concerning the advertising supremacy of The Gazette in Worcester.

JULIUS MATHEWS, Representative
Boston New York Chicago

Here the problem of interesting the engineer was focused upon the field of engineering and contracting, Raymond Concrete Piles being used for foundation work in the erection of buildings, etc.

"We never expect engineers to answer our advertising direct," said Mr. Case, "and do not look for inquiries. Our experience has made us inclined to believe that the trained engineer is a peculiar sort of human being; at least in the matter of answering advertisements of products such as ours. This is not hard to understand if you will put yourself in his place. His standing in his profession makes him rather loath to write for information, because it is generally assumed that an engineer in good standing is already familiar with the facts. Thus, a direct inquiry is an admission on his part that he requires enlightenment on some particular question. The fact of the matter is that he will find out the details, indirectly, if he is really interested in a proposition.

"For this reason our advertising is strictly educational, and the purpose behind it is to make him think of Raymond Concrete Piles when he is up against some difficult foundation problem.

"Regarding direct advertising in the way of circular matter, etc., we do not do any, perhaps for a peculiar reason. We are engineers ourselves, direct circular matter does not appeal to us and we do not believe that it appeals to others who are in the same boat. This is why we concentrate our expenditure in the technical magazines.

SERIAL FORM OF EDUCATIONAL COPY

"Our advertising is prepared along certain definite lines which we believe appeals especially to engineers. We run all our advertisements in serial form, from five to seven ads making up a complete series. Driving a pile is quite a complicated proposition, and various steps are included in the process. For example, our process consists in first driving to resistance a collapsible steel mandrel, completely sheathed in a

steel shell. The mandrel is then collapsed and withdrawn, leaving the steel shell completely lining the hole. After proper inspection this steel lined hole is filled with concrete. Engineers are interested in these various steps, and we always tell them the whole story in each piece of copy, bringing out, however, one of the steps as the essential feature. We treat on each step in order and believe that if an engineer is caught by one of the series he will look up the others.

"Service is also a big factor in getting the trained engineer to specify our product. If an engineer will present his foundation problem to us we will prepare a concrete pile foundation plan from his data and submit a proposition covering the installation of such concrete piles as may be required. Roughly speaking, we do this on three out of every four jobs. Our experience shows that engineers expect such service, and welcome it.

"Our catalogues cost us 85 cents apiece, and we find that the demand for them comes mostly from embryo engineers, in colleges, and draftsmen. This distribution is considered in the nature of necessary education or missionary work, and we do not object to the 85 cents worth of catalogues that reach the man who a few years later will have a handle to his name. It is evident, at least to our way of thinking, that collecting catalogues is a stage in almost every college student's existence, and we believe that it is good policy to face this matter by giving the embryo engineer all he asks for. If he has a catalogue shelf we want our catalogue there."

The opinions of the Ransome Concrete Machinery Company, makers of Ransome Concrete Mixers, open up other interesting viewpoints regarding the methods employed by representative concerns to get the trained engineer to specify their goods. Said this company:

"It has always been our policy to look upon the trained engineer or the man out on the job, and in closest touch with the field opera-

tions, as one of our most important allies in the marketing of our goods. Our principal appeal has been made through personal calls by our salesmen and service men, who are continually visiting the larger contracts and becoming better acquainted with the men in the field. The work of our salesmen we have been supplementing with our direct and trade-paper advertising.

"It has been our experience that the average engineer is very interested in what the other fellow is doing, and for this reason we have made a practice of showing in our trade paper advertising cuts of various jobs on which our goods were being used, with a short description of what was being accomplished in the way of output.

"That this type of advertising appeals we are confident from some of the letters we have received from engineers who have read the advertisements, and written for further information on the job advertised. Some of these letters have been from Ransome users, who upon reading the advertisement have written us giving information and what they have accomplished on a similar type of work using our equipment.

"About a year and a half ago we advertised in the trade journals that we would give a certain sum for photographs with interesting data on contracts on which our machines and auxiliary equipment were used. This was done not only to get interesting advertising data; but to come in closer touch with the men in the field, and to increase our mailing list with live wires who were constantly using concrete machinery."

It is a peculiar thing, but the distinction between the trained engineer and the practical man who exerts a buying influence but who lacks a title or handle to his name, is not easy to define. And many concerns are astride the fence, endeavoring to reach both classes.

Sometimes this depends upon the product being sold, and at other times upon the field.

As an example of where the

product is responsible for an inability to define a sharp line applying strictly to the titled engineer, we may take the case of the Bristol Company, of Waterbury, Conn., a large manufacturer of recording instruments, for pressure, temperature, electricity, speed, time, etc. Reaching practically every field and every line of industry, it is difficult to sharply define just where the buying power exists. Henry L. Griggs, sales manager of the concern, explains this condition as follows:

"Of course a great deal of our effort is extended along the line of getting the trained engineer to specify our goods, but we often encounter the fact that many of our best customers are practical men rather than engineers, even though they have to use a lot of technical information—for instance, the superintendent of a plant may be a practical man who has worked up to this position through many years of experience, or he may be an engineer who has come to the plant with a lot of technical preparation and had only a short experience in that plant.

"As there is no way of telling which of these classes of men will be found to hold the position. we are trying to standardize our printed matter and letters along lines of simplicity so as to have them appeal to either kind."

As an example of where the field itself renders it difficult to draw a sharp distinction between the titled engineer and the practical man, we may turn to the condition of the mining field in this country.

In this country the title of mining engineer is not standardized. Practically any man with a general knowledge of the field can call himself a mining engineer, and get away with it.

This situation is brought up merely to show that in considering the trained engineer, the practical man who has risen to a position of power must be given equal consideration.

As mentioned at the commencement of this article, it is no more

American Fair Trade League

American Fair Trade League

Fifth Avenue Building, New York

Office of the Secretary

May 5th, 1916

George B. Caldwell, President,
Sperry & Hutchinson Company,
Hamilton Corporation,
National Trade Association,
2 West 45th Street,
New York City.

Dear Sir:

You have recently caused to be printed in several newspapers full-page advertisements accusing the American Fair Trade League of unfairness in the conduct of its investigation of coupons and trading stamps. The advertisements have been printed over your name and we feel justified in assuming that you are familiar with their contents.

It is relatively of small importance that you consider it unfair for any one to make an impartial study of the trading-stamp situation by seeking the spontaneous, truthful and uninspired views of retail merchants generally, *without first giving you the opportunity to influence their replies.*

It is comparatively unimportant that your advertisements should have erroneously charged that the American Fair Trade League has denied a hearing to you or your companies, and that your advertisements should erroneously seek to convey the impression that the League's investigation had been completed without permitting you to be heard. The letters from this office which your advertisements quote, show that you well know you would be given full opportunity to be heard at the proper time after our lines of inquiry from disinterested parties had sufficiently progressed.

Quite another matter, however, is the freedom with which in the advertisements, were used extracts, without their essential context, from a letter which Mr. Charles H. Ingersoll, president of the American Fair Trade League, wrote you under date of March 3d, 1915.

You will concede the seriousness of conveying the impression that Mr. Ingersoll was apologetic or sympathetic with your position by quoting Mr. Ingersoll's words:

"I didn't know that the American Fair Trade League had issued any circular."

and then failing to print the two sentences that followed them, which criticize your communication as being "out of order."

"I have received from the Secretary a letter apparently confined to our own members, asking their opinion and setting forth the situation generally. So your question as to what prompts the League in getting into this contest, is hardly in order."

You will concede the seriousness of attempting to create resentment in the minds of dry goods retailers by quoting Mr. Ingersoll as follows:

"Surely there is no reason why the League or its members so far as I recall, should favor the retail dry goods people, who represent about the only organized opposition to our price maintenance position."

Demands Truth From Caldwell

and then—changing the semi-colon into a period—failing to quote the vital words of the same sentence which immediately followed, which were:

"on the other hand, personally I should lay nothing against them on this account."

You will concede the seriousness of quoting Mr. Ingersoll's personal views regarding trading-stamp legislation:

"However, I am under no delusions as to everyone's right to do business the way they please and I do not believe that any evolution of law should be expected to change this."

and then, once more changing a semi-colon into a period, omitting the explanatory clause following:

"in other words, if people are fools and want to buy trading stamps instead of what they go to buy, I don't believe it is the law's business to save them against their folly."

You will instantly concede the seriousness of having, in the public use of any part of Mr. Ingersoll's letter to you of March 3, 1915, wholly disregarded his letter to you of the next day, which read as follows:

ROBERT H. INGERSOLL & BRO.

315 Fourth Avenue

March 4, 1915.

Mr. George B. Caldwell, Sperry & Hutchinson Company,
2 West 45th Street, New York City.

Dear Mr. Caldwell:

Referring to my letter dated yesterday, I did not intend to send this to you without very carefully "proof-reading" it, but it slipped away in my absence.

Under the circumstances all I will say is to have you label it "unofficial, personal, confidential, etc," by which I mean that it was a perfectly unconsidered, offhand expression between us personally and not a diplomatic document, nor one that can in any way be related to the American Fair Trade League. With regards, I am, Yours truly,

(Signed) C. H. INGERSOLL.

You will instantly concede the necessity of making a public statement of your errors and omissions in every newspaper in which the advertisements have been printed and of providing that it be displayed in each with equal prominence in an equal amount of space.

It is suggested that your failure to do so, under the circumstances, would clearly indicate to the public that your original publication was an act of deliberate deception.

In the course of such disavowal as you may make there should be included a correction of your reported statement to the New York Journal of Commerce, that in sending the counterfeit blanks to Dr. Galloway you wrote him a letter "explaining the circumstances" which, of course, is directly contradicted by the letter which you actually sent under date of February 11th to Dr. Galloway, in which you disclaim all knowledge of the reason for the spurious blanks being in your possession.

It is expected that publications of disavowal requested shall be made not later than the 10th of May instant. Yours very truly,

AMERICAN FAIR TRADE LEAGUE,
Edmond A. Whittier, Secretary.

New England

10 Per Cent Increase in Wages for Cotton and Woolen Operatives

Within the past few weeks most of the big producers of textiles, cotton and woolen, in New England have posted notices of a 10 per cent. increase in wages.

This will likely become universal through the New England states as the smaller mills take their wage policy from the larger ones.

Not only this but the other trades sympathetically increase showing how the prosperity of some is shared by the others.

Advertisers in New England Home Dailies

will profit by this advance in wages as merchandise sales increase with wages.

Now is a good time to start your trial campaign in New England. If the appropriation will not cover all, start in these 12 good dailies and cities:

MERIDEN, CT., RECORD
Daily Circulation 5,963.
Population 37,265, with suburbs 50,000.

WATERBURY, CT., REPUBLICAN
Daily Circulation 8,788.
Population 73,144, with suburbs 100,000.

PORTLAND, ME., EXPRESS
Daily Circulation 20,944.
Population 68,571, with suburbs 75,000.

BURLINGTON, VT., FREE PRESS
Daily Circulation 10,014.
Population 20,468, with suburbs 40,000.

MANCHESTER, N. H. Union and Leader
Daily Circulation 27,705.
Population 75,063, with suburbs 150,000.

LYNN, MASS., ITEM
Daily Circulation 15,261.
Population 89,386, with suburbs 100,000.

NEW BEDFORD, MASS. Standard and Mercury
Daily Circulation 20,940 net paid.
Population 109,000, with suburbs 120,000.

SALEM, MASS., NEWS
Daily Circulation 20,091.
Population 43,697, with suburbs 150,000.

SPRINGFIELD, MASS., UNION
Daily Circulation 29,591.
Population 100,000, with suburbs 250,000.

BRIDGEPORT, CT., Post and Telegram
Daily Circulation 31,000—A. B. C.
Population 150,000, with suburbs 220,000.

HARTFORD, CT., COURANT
Daily Circulation 16,800.
Population 98,915, with suburbs 125,000.

NEW HAVEN, CT., REGISTER
Daily Circulation 19,414.
Population 133,605, with suburbs 150,000.

possible to compute the amount of money spent at the direction of engineers than it is to count the number of stars in the milky way. The world's biggest contracts are placed in the fields of engineering; it would be impossible to imagine any other outlet for the sums of money spent for the Panama Canal than through another engineering undertaking of equal magnitude.

It is small wonder, then, that concerns large and small, manufacturing products to be brought before his attention, are studying this problem from various angles, and endeavoring to present the proper credentials as they pass through the wicket.

R. G. Smith, advertising manager of the American Blower Company, has decided views on the question of getting after the trained engineer. Says Mr. Smith:

"One thing we do whenever possible is to mention in our advertising the names of the engineers who have handled every job that we are exploiting. It costs us nothing to do this, and it pleases them very much and also gives them some free advertising.

"When we once get an engineer thoroughly acquainted with our product, it is a rare case that we lose him. We work to get him in three ways, by trade-journal advertising, by direct advertising, and also by personal calls from our salesmen. For instance, we get an inquiry from an engineer which we can trace to trade-journal advertising or direct advertising, we correspond with him sufficiently to give him a general idea of our line, answering any questions which he wants to ask us through the mail, and then we have an engineer call on him with an idea of helping him on any proposition he has on his board. In this way our salesman after the first interview calls on him somewhat regularly, and finally gets him lined up for Sirocco work."

Thomas Bedding, formerly with the World Film Company, has been appointed publicity director of the Noveltty Slide Company, New York.

Just a Word With You!

If you are the MANUFACTURER of a NON-ADVERTISED PRODUCT that goes to the public.

If you have worried along so far with pretty good success without advertising, is it not possible that the relative value of your goods is such that daily newspaper advertising would permit you to make a marked success? When a non-advertised article can compete with an advertised article and nearly hold its own despite this great handicap, there must be merit in the product, an excellent organization behind it, and a great big man somewhere in the background. Nature has purposely blinded this man so that he could not see the value of advertising so that the others in his line could live and prosper! Were this not so the less gifted ones would perish. The

PORTLAND Maine EXPRESS

invites non-advertisers to try their proposed campaign in its columns. Portland is a delightful New England city where advertisers usually make good.

JULIUS MATHEWS
Boston—Chicago—New York

The marvellous tales of Bridgeport's prosperity

have doubtless reached your ears! The chances are that what you have heard falls far short of reality!

Unless you have actually SEEN what is going on, it is hard to understand the true conditions.

Factories running day and night.

Hundreds of new dwellings building.

New factory buildings going into operation as fast as workmen can be obtained to man them.

Population increasing by leaps and bounds.

Bridgeport (Connecticut) Post and Telegram

Largest Circulation of any Bridgeport paper by many thousands!

Julius Mathews Special Agency
Boston—Chicago—New York

Printers and their Specialties

Advertisers Can Consult with Profit, this List
of Printers, When Planning their Next Job

LORILLARD TOBACCO CO.
are known for their attractive display cards. They are regular customers of ours.

Walcutt Bros. Co.
141 East 25th St., New York City

ADS Our facilities coupled with a technical skill of the highest order can help make your ads more effective.

Day and Night Service.
HURST & HURST CO.
Typesetters to Advertisers
145 W. 45th STREET NEW YORK
Telephone, Bryant 1131

YOUR PROPOSITION

may require a House Organ of large page or one of small page. Size and shape of House Organs and booklets have much to do with their success. Typography and printing technique are not the only things we excell in.

WALTERS & MAHON, Inc.
64 Church St. New York City

READ PRINTING COMPANY

HIRAM SHERWOOD, President

Good printing is
salesmanship on
paper

106 SEVENTH AVE., N. Y.
Telephone 6396 and 6397 Chelsea

WE insure the life
of your printed
matter by making it so
attractive that people
hate to throw it away.

THE KALKHOFF CO.
216 West 18th Street, New York

Gummed Labels—

Used on your mail and express packages can be more readily addressed on a typewriter when the labels are in perforated rolls.

*If you use gummed labels,
send us samples of your
labels and ask for our label
catalog and prices.*

McCourt Label Cabinet Co.
54 Bennett St., Bradford, Pa.

Booklets :: Catalogs

MANY of America's prominent
advertisers and advertising
agencies like the George Batten Co.,
J. Walter Thompson Co., Frank
Seaman, Inc., Federal Agency and
others requiring High Class Work

USE THE

CHARLES FRANCIS PRESS
Printers of PRINTERS' INK
30-32 West Thirteenth St., New York

WE'VE specialized
on Advertising
Composition 8 years,
and we know how.

Day and Night Service

C. E. RUCKSTUHL, INC.
Typographic Service
27 EAST 31ST STREET, NEW YORK

Engraving — Designing — Electrotyping

A Handy Buyer's Guide for Advertisers,
Advertising Agents and Publishers

SPEED

Just tell us when you want it,
and forget about it.
We'll get it out or bust.
Let's show you.

Metropolitan Art Craft Co.

2 Duane St. New York
Telephones Beekman 2980-1-2

DAY AND NIGHT SERVICE

*A good Picture
is worth a ...
Million Words*

ARTHUR BRISBANE
BEFORE THE ADVERTISING CLUB

THE STERLING ENGRAVING CO.
NEW YORK CITY
Artists - Engravers

200 WILLIAM ST. TEL. 2-9000 BROOKLYN
107th AVE. AND 34th ST. TEL. 7-9000 QUEENSVILLE

A four-color reproduction can
be no better than any one
of its plates. We have always
figured that the skilled etchers
who work on all Beck plates are
one of our soundest investments.



THE BECK ENGRAVING CO.
PHILADELPHIA NEW YORK

Advertising Agencies will do well to
consider our service when in need of

Process Color Plates

Being the leading house in Color
Printing, we are eminently qual-
ified in judging printing plates for
Color Work.

ZEESSE - WILKINSON CO.
424-438 W. 33rd St., New York

The
Colorplate Engraving Co.
J.E. Rhodes, Pres. 311 West 43rd St. N.Y.



Quality Color Plates

Advertising Service

"We wish to say that your service
has been all and more than you said it
would be when you solicited our business
and we naturally feel well satisfied.

Yours very truly,

Feb. 28, 1916 **THE ERICKSON CO."**

**THE GILL
ENGRAVING COMPANY**
140 Fifth Ave. New York

ELECTRO SERVICE IN CANADA

New York, 10-14-15.

"GENTLEMEN:

You gave us such good service
last time and were so prompt in your
shipments that we think it is advis-
able to pay the price you quote, rather
than try to save a little by making a
change."

Name on request.

Our prices are standard electrotype prices
RAPID ELECTROTYPE CO.
OF CANADA

345-347 Craig W. Montreal, P. Q.

SCIENTIFIC ENGRAVING CO.

406-426 W. 31st St., New York

Telephones Chelsea 2-117-2-118-2-229

Best Equipped Plant in New York

Guarantees you finest plates at
reasonable rates

FINE PLATES

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9. Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 1720 Lytton Building, 14 E. Jackson Blvd., J. C. ASPLEY, Manager.

New England Office: 1 Beacon Street, Boston, JULIUS MATTHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy.

Foreign Postage, one dollar per year extra. Canadian Postage, fifty cents.

Advertising rates: Page, \$75; half page, \$37.50; quarter page, \$18.75; one inch, \$5.60.

JOHN IRVING ROMER, Editor.

NEW YORK, MAY 11, 1916

The Manufacturing Cost Of

White Space McCormack, the Irish tenor, on the latter's arrival in this country. The matter of moment uppermost in the singer's mind was this: On the voyage he had been asked to sing, without emolument, at an entertainment organized to raise funds for some charitable purpose. He refused.

"Art for art's sake may sound all right," said he in justifying his position. "But there was a silk manufacturer on that boat. Did they ask for, and expect him to donate, a bolt of silk?"

There are those just now who are inviting—and expecting—the daily newspapers to contribute their white space free of charge "for patriotic purposes."

Needless to say such an invitation automatically places the newspapers in a false position. Some publishers are admittedly in a quandary, hesitating to follow a strictly businesslike course lest in a national crisis too close an adherence to sound business principles

may subject them to insinuations of being money-grabbers.

To be sure the publisher has an obligation to his readers as citizens. But there are others to whom the publisher owes equal allegiance; to those who buy and pay for his sole salable commodity—white space; and to his brother publishers who in common with himself are mutually concerned in maintaining the standard of value of that commodity in the public mind.

When a State, township or county drives a road through, or appropriates part or the whole of a man's property, by "right of eminent domain," they pay for property so taken.

The newspaper publisher is handling a commodity the manufacturing cost of which is probably as unstable as could be found, and in a field where competition is especially keen. To take just one phase of his problem: News is notoriously a fickle quantity, as is the bulk of advertising. And news costs can positively not be standardized. An expensive editorial and correspondence staff must be kept on hand at all times through the slack tide periods of news development, so that when news floods suddenly again, it won't be necessary to send out the legendary office-boy on the biggest murder, or wreck, or fire of the season. And a two-stick item may cost \$200, where a column story may represent no more than \$10.

The cost of this editorial staff continues, whether news be plenty or sparse.

We have said nothing of mechanical costs, of the expense of maintaining an advertising department; of material costs; of depreciation on plant, equipment, and building.

At the recent convention of the American Newspaper Publishers' Association members reported the paradoxical position of increased advertising and heavier issues threatening their profits because of the increased cost of production and materials, such as paper, inks, metals, etc.

In the light of these circum-

stances, this paragraph from a letter addressed to the editor of **PRINTERS' INK** by the publisher of the *Toronto Globe*, commenting on our recent editorial, "War, Patriotism, and Free Space," is apt:

"This so completely and accurately expressed my own view, as well as the experiences of the Toronto publishers, that I feel anything I might now say would be vain repetition. We think that a very important progressive step has been taken in the matter of educating the public on the subject of the cost of white space in many Canadian cities during the past few months."

The Canadian publishers have not damaged their standing with their public by their courageous attitude in insisting on charging for advertising space devoted to furthering public ends. Canada and England have shown the way.

The Supreme Court on Fraudulent Advertising

The decision of the Supreme Court of the United States concerning the advertising of certain Florida land companies, summarized in last week's **PRINTERS' INK**, has given rise to considerable comment. Some of our contemporaries are exercised over the failure of the Court to draw any distinct line between "puffing" (which it held might be legitimate) and the practice of inventing advantages and falsely declaring that they exist. Even though the land was reasonably worth the price asked for it, the Court declares, purchasers were led to expect a great deal more than they received, and on that account the advertising was fraudulent. At the same time we are told that "mere puffing may not be within the meaning" of the statute.

For our part we cannot see that the Supreme Court has taken any position which need cause anxiety. Its conclusion is one which has been endorsed by the best elements of the advertising fraternity for years. Five years ago last November it was given concrete form in the words of the **PRINTERS' INK** Model Statute which declares it to

be a misdemeanor to circulate advertisements which contain any "statement of fact which is untrue, deceptive or misleading." That is now the law in fourteen States. In eleven other States it is a misdemeanor when it is done "knowingly." More than half of the States of the Union have already enacted a statute which is entirely in accord with the opinion expressed by the highest court in the land.

The Supreme Court's opinion, as we see it, means just about what the Model Statute means. As long as a man confines himself to statements of *opinion*, it is impossible for any court to say definitely whether he is honest or dishonest. He may have an entirely false and exaggerated notion of the value of his goods, and still be guiltless of any fraudulent intent. But statements of fact are in another category. They can be verified or disproved, definitely and finally. "Puffing" is one thing; lying is another. The fact that they often overlap, and the impossibility of drawing any line which shall divide one from the other need not keep the honest advertiser awake o' nights.

A Contrast in Marketing Methods

Between \$7,500,000 and \$8,500,000 is said to represent the combined losses of the apple growers of the country this past season, due in part to the cutting off of export shipments and in part to unusually large crops. Much of the fruit put in storage has already been sacrificed, and that which still remains is not improving in quality, and the longer it is held the greater the loss to its owners. Even the figures quoted above do not represent the total loss incurred, for there is a tremendous waste of food value which cannot be figured in dollars and cents.

Contrast that, if you please, with the enterprise of the California walnut growers or the Canadian growers of perishable fruits, as set forth in **PRINTERS' INK** for April 27. Is there any essential reason why co-operative marketing cannot be applied to

apples as well as to walnuts, or to cherries and plums? There have been abortive attempts to increase the domestic consumption of apples by the press-agent route, and a few growers in the Northwest have had more or less success with trade-marked lines. But the ordinary grower of apples still has his choice between dumping his product upon an over-supplied market and letting it rot in storage.

Farmers in Commercial Pursuits

No better illustration could be asked of the changing order of things on the farm, and of the importance of the farmer as an advertising factor than the tendency of the farm producer to finance and handle the marketing of his own products. The \$500,000 Milk Producers Co-operative Marketing Company, now being organized in Chicago to compete with the middlemen, is but one of many similar cases which we have brought to the attention of our readers in the past few years.

The idea of getting 9,000 farmers to subscribe from \$50 to \$250 each toward such an undertaking as the organizers of this enterprise plan to do, would have been deemed a wild dream fifteen or twenty years ago. In those days the farmer needed all his fifty dollars to apply on the mortgage, or possibly to pay down on some of his long-standing accounts with the butcher, the baker and the grocer.

With the farmer fast growing more prosperous there is no telling to what lengths his enterprise may not carry him. Indeed, it is not beyond the pale of possibilities that manufacturers themselves may have to face more competition from the co-operative farmers' organizations. The articles of incorporation of the Milk Producers Co-operative Marketing Company, for instance, set forth that one purpose of this organization is to "manufacture and sell farm machinery and implements used in the production of milk as well as appliances for storing and marketing." When it is remembered that the association itself

offers a ready-made market of 9,000 possible buyers, the ambitious project assumes considerable possibilities.

Whether the farmers could succeed in producing machinery which would stand up in competition with the established makes on the market remains to be seen, but the fact remains that the farmers of the country will bear watching. In late years a steady stream of business men have deserted business life for the farm. For example, J. R. Hastings, mentioned in a recent PRINTERS' INK article as having a hand in the co-operative marketing of the crops of the Niagara Valley orchardists, was a few years ago a prominent corporation lawyer in Chicago. Before being admitted to the bar he was a salesman for Belding Brothers. It is only natural that men of this stamp are going to bring modern business methods and a broad business perspective to their new work. It is also natural that with the rapidly mounting bank accounts of the great majority of farmers, they are going to exert an ever-increasing influence on the direction and tendencies of business.

Green to Leave "North American"

Charles C. Green, manager of the promotion department and of foreign advertising of the Philadelphia *North American*, will become, on June 1, merchandising manager of William R. Warner & Co., Philadelphia, a pharmaceutical house. This company also distributes seventeen articles, such as Sloan's Liniment, Dr. Graves' Tooth Powder, Alfred Wright, Perfumer, etc.

Previous to his association with the *North American*, Mr. Green directed Green's Capital Advertising Agency, in Washington, D. C.

Trial Package of Meat Advertised

Geo. A. Hormel & Co., Austin, Minn., are advertising a \$1.00 "Get-Acquainted" box, containing two and one-half pounds of Dairy Brand Bacon and Sausage, to introduce this brand into the homes.

Eliot Joins Picard & Co.

Henry Ware Eliot, Jr., formerly of the copy department of the Chappelow Agency, St. Louis, is now associated with the agency of Picard & Co., New York.

How a Publication Gets Advertising Without Solicitors

Last week there appeared in PRINTERS' INK an account of a publisher's successful use of advertising as an aid to personal solicitation. Here is the story of how another publication, which does not have and never has had any solicitors, successfully utilizes PRINTERS' INK.

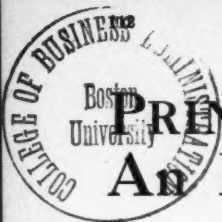
GOOD will, built by advertising, is the chiefest asset of THE FARM JOURNAL. In its thirty-eight years a circulation of a million copies a month has been attained, growth being slow but sure.

Wilmer Atkinson, the publisher, is very close to the every day life of his subscribers—"Our Folks," they are called—and the editorial policy, as well as the "Fair Play" plan itself, fosters a spirit of friendship that spells good will for advertisers in the paper.

BUT, no matter how good a paper is in giving returns to advertisers, people must know of it to use it. Advertisers have to be secured. Because it had no solicitors THE FARM JOURNAL has depended wholly on advertising to sell advertising.

Depended
on
PRINTERS'
INK

Naturally "the little paper" depended upon "The Little Schoolmaster."—In 1912, THE FARM JOURNAL did not advertise in a single issue of PRINTERS' INK. In 1913 it was represented with seventeen pages; in 1914, it used twenty-seven pages; 1915, it had forty-six pages; and, for the current year, 1916, THE FARM JOURNAL contracted for a page in every issue of PRINTERS' INK.



PRINTERS' INK

PRINTERS' INK An Increasingly Useful Business Getter

ADVERTISING is the life blood of THE FARM JOURNAL. Since there is no personal solicitation, advertising to get advertising is absolutely essential.

In the stagnant first year of the war, advertising in the paper fell off just six-tenths of one per cent, while certain mediums in various fields staggered under their losses. The good will, built by advertising, was very real. In January, 1916, a record issue was published, more advertising being carried than in any previous January in the history of the paper. February and March were, as usual, oversold and conditions continue "satisfactory."

*Can't
Afford
Not to
Advertise
in
PRINTERS'
INK*

IT is evident, then, that THE FARM JOURNAL advertises because it finds advertising resultful.

"Why in PRINTERS' INK?" was the question sprung on Irvin F. Paschall, advertising manager.

"Because I can't afford *not* to advertise in it. I look upon PRINTERS' INK as the newspaper that most advertising men read. Those who don't read it always look over it, so I try to plant our tree where they are dead sure to see it.

TO answer your unspoken question as to why our page appears every week, I can best go back to days on the Philadelphia PRESS. Most hotels and boarding houses at summer resorts were inclined to use space only once or twice a week, but the PRESS people had the argument that every day advertising was necessary—for in no other way can you get at all the people all the time.

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Why Advertising Appears Weekly in PRINTERS' INK

"IF you were *sure* that everybody would be looking over the resort advertisements on a Friday," they said, "and only on Friday, maybe one day a week would do, but you never can tell *when* the paper will be referred to by those who are just starting on a vacation or going down to the shore."

"JUST the same, I can't afford to miss a single issue of PRINTERS' INK with THE FARM JOURNAL'S advertising. How can I know when this or that advertiser will be ready to talk to farmers? How can I tell when contracts are being decided on? I can't; but what I can do is have my page in every issue, in order to keep everybody sold all the time. Which is what I do. And, to judge by the paper, I reckon it works."

Mr. Paschall has some other curious notions. For instance, he never runs the same piece of copy twice in two mediums. He admits that maybe there were a few advertisements that were duplicated in two or more mediums when he first began writing for THE FARM JOURNAL, but since then each PRINTERS' INK advertisement has been written for the PRINTERS' INK audience exclusively.

"THIS audience I think of as composed of busy men, reading to keep abreast of the news," he said. "So I make the message short and crisp for them—a bulletin board."

Recently he announced in this bulletin that THE FARM JOURNAL can now take colored inserts—something new. This has been advertised in no other paper. "If PRINTERS' INK can't put it across, I guess we won't get any orders for colored inserts, that's all," says Mr. Paschall.

*Continuous
Adver-
tising
Keeps
Everybody
Sold*

*PRINTERS'
INK
Alone
Depended
on*

Strong Belief in Advertising as a Sales Influence

ANOTHER perhaps peculiar belief Mr. Paschall has is that he advertises for the sole purpose of getting advertisers to use THE FARM JOURNAL. He can't see the idea of advertising in order to prove a belief in it. He didn't advertise in the first months of the war, in other words, in order to express confidence in the farmers' increasing richness, nor to set a good example of consistency—but to keep up a vigorous flow of advertising in THE FARM JOURNAL'S columns.

*Positive
Results
Shown*

ALL of which is, after all, the best proof possible that Mr. Paschall *does* believe in advertising as a sales influence. "The falling off would have been more than a fraction of one per cent if we had done otherwise," he says; "I didn't dare quit.

"BUT don't let anybody get the idea that I don't think there are lots of other ways of using PRINTERS' INK. I just think that this one-page-a-week plan is right for us, and as long as the orders keep a-coming I have strong suspicions that THE FARM JOURNAL will keep right on as at present, advertising to get advertising—and getting it."

PRINTERS' INK PUBLISHING COMPANY
185 Madison Ave., cor. Thirty-fourth St., New York

CHICAGO

J. C. Aspley, 1720 Lytton Bldg.

ST. LOUIS

A. D. McKinney, Third Nat'l Bank Bldg.

BOSTON

Julius Mathews, 1 Beacon St.

LONDON

G. W. Kettle, 16 Regent St., S. W.

ATLANTA

Geo. M. Kohn, Candler Bldg.

TORONTO

J. C. Kirkwood, 579 Huron St.

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Publicity for Coffee

The coffee men held another meeting in Chicago on May 4th, under the auspices of the National Coffee Roasters' Association, at which the subject of a campaign to advance public knowledge of the healthfulness of coffee was again discussed. The president was directed to appoint a committee to ascertain whether the necessary support shall be forthcoming to finance an acceptable advertising campaign.

New York Club Elects Officers

The Advertising Club of New York has elected the following officers for the ensuing year:

Harry Tipper, president; O. C. Harn, vice-president; Herman Daych, secretary; L. E. Pratt, treasurer; Dan A. Carroll, F. H. Little, P. V. D. Lockwood, Don M. Parker, David D. Lee, G. B. Sharpe and George W. Hopkins, directors.

Mrs. J. C. Moss Elected President

Mrs. J. C. Moss has been elected president of the Moss-Chase Company, Buffalo, following the recent death of J. C. Moss. J. B. Chase continues as vice-president and S. C. Moss as secretary and treasurer. These two will continue the active operation of the business.

Fred W. Van Sicklen With Dunlap-Ward

Fred W. Van Sicklen, formerly associated with the Detroit office of the Taylor-Critchfield-Clague Company, is now identified with the Dunlap-Ward Advertising Company as vice-president and general representative. He will make his headquarters in Chicago.

Hunnicuttt Goes with "Successful Farming"

M. A. Hunnicutt has become associated with *Successful Farming*, Des Moines, Ia., and will devote his attention to the promotion and order divisions of the circulation department, of which E. F. Corbin is manager.

J. M. Haskell's Enlarged Territory

J. M. Haskell, who formerly had charge of the New England territory for the *Merchants' Trade Journal*, Des Moines, Ia., is now handling both the New York and New England territories.

Des Moines Man Joins New Orleans "Item"

Irving R. Branner, formerly advertising manager of the Harris-Emory Company, Des Moines, Ia., is now the head of the copy department of the New Orleans *Item*.

KELSEY HEALTH HEAT

ARE you interested in a heat that will give you all the comforts of steam or hot water, with the added advantages of ventilating while it heats; and at the same time mixing the air with just the right healthful amount of moisture?

Are you interested in a heat that is noiseless, leakless, dustless and odorless?

Do you want a heat that you can absolutely depend on heating any room in any weather—a heat that is as economical as it is efficient?

Then send for our booklet, "Some Saving Sense on Heating."

THE KELSEY WARM AIR GENERATOR

230 JAMES STREET
SYRACUSE, N. Y.

New York
108-V Park Avenue
Chicago
2767-V Lincoln Avenue

All principal cities.



The only Periodical of its kind and the liveliest—published solely for advertisers and agents. It costs *us* money—you nothing—and means money to you.

Did you read *your* copy of this issue?

THE Metropolitan Bulletin is the Greenwich Village of house organs. Here artists with long hair and writers with long bank accounts let down their guard and tell you why they don't brush their clothes.

It's a house organ with the house pianissimo and the organ forte; it's filled with lively things written to interest you.

Next issue published May 15th and, by the way, there will be two issues each month hereafter.

Metropolitan

"THE LIVEST MAGAZINE IN AMERICA"
432 FOURTH AVENUE, NEW YORK

W. T. HAMILTON
EASTERN ADVERTISING MANAGER

O. H. CARRINGTON
MANAGER OF ADVERTISING

G. S. THORSEN
WESTERN ADVERTISING MANAGER

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World
Review
McClu
Metrop
Harper
Sunset
Cosmo
Americ
Hearst
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People's
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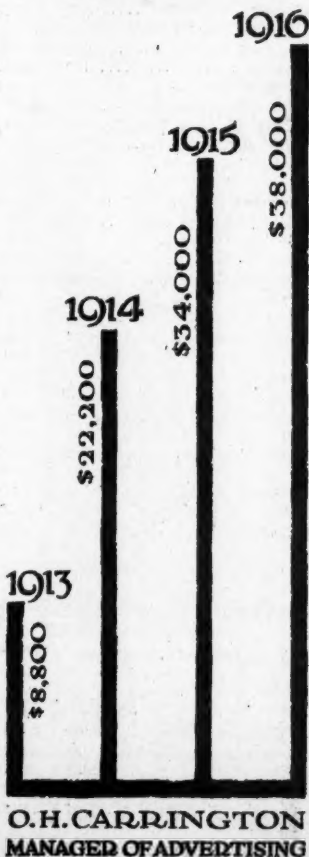
MAY MAGAZINES

VOLUME OF ADVERTISING IN
MONTHLY MAGAZINES FOR MAY(Exclusive of publishers' own
advertising.)

	Pages.	Agate Lines.
World's Work	134	30,062
Review of Reviews.....	129	29,040
McClure's (cols.)	165	28,136
Metropolitan (cols.)	148	25,329
Harper's Mag.	112	25,249
Sunset (cols.)	165	23,565
Cosmopolitan	88	19,763
American (cols.)	134	19,196
Hearst's Mag. (cols.).....	105	17,912
Scribner's	77	17,409
Everybody's	67	15,008
Century	67	14,742
American Boy (cols.)....	67	13,519
Red Book	57	12,768
Munsey's	40	9,089
Atlantic Monthly	40	9,076
St. Nicholas	38	8,553
Current Opinion (cols.)..	57	7,964
Boys' Life (cols.).....	40	7,140
Boys' Mag. (cols.).....	36	6,540
Popular (2 Apr. issues)..	28	6,522
American Sunday Monthly (cols.)	35	6,284
Wide World	25	5,656
Ainslee's	18	4,186
Bookman	18	4,116
Snappy Stories (2 May issues)	17	3,892
Blue Book	16	3,780
Smart Set	8	1,988

VOLUME OF ADVERTISING IN
WOMEN'S MAGAZINES(Exclusive of publishers' own
advertising.)

	Columns.	Agate Lines.
Vogue (2 issues)	684	108,091
Harper's Bazar	386	48,243
Ladies' Home Jl.....	205	41,120
Good Housek'ping (pages)	138	30,968
Woman's Home Comp....	131	26,269
Delineator	129	25,839
Pictorial Review	123	24,550
Woman's Mag.	120	19,270
Designer	96	19,200
Ladies' World	78	15,707
McCall's	107	14,358
Holland's Mag.	68	12,926
People's Home Jl.....	61	12,311
Mother's Mag.	87	11,891
Modern Priscilla	63	10,667
Housewife	46	9,300

Four Years
Record of
Advertising
Revenue in
May
Metropolitan

	Columns	Agate Lines
Woman's World	48	8,554
People's Popular Monthly	38	7,177
Southern Woman's Mag... ..	38	6,572
Home Life	26	4,846
Needlecraft	20	3,958

**VOLUME OF ADVERTISING IN
MONTHLY MAGAZINES CAR-
RYING GENERAL AND
CLASS ADVERTISING**

(Exclusive of publishers' own
advertising.)

	Pages.	Agate Lines.
Vanity Fair (cols.).....	359	56,887
Country Life in America (cols.)	284	47,712
System	140	32,012
Popular Mechanics	139	31,164
House & Garden (cols.)..	144	22,811
Popular Science Monthly..	79	17,836
Field & Stream.....	78	17,556
National Sportsman	72	16,183
Theatre (cols.)	76	12,768
Countryside Mag. (cols.)..	73	12,338
House Beautiful (cols.)...	82	12,119
Garden (cols.)	80	11,319
Outer's Book	47	10,620
Physical Culture	45	10,101
Forest & Stream (cols.)..	66	9,787
Golfers Mag.	42	9,602
Outing	42	9,464
Travel (cols.)	66	9,240
Recreation (cols.).....	59	8,832
Arts & Decoration (cols.)	63	8,827
Illustrated World (cols.)..	38	8,579
Outdoor Life	35	7,952
Internat'l Studio (cols.)	53	7,512
Craftsman	25	5,796
Golf Illustrated (cols.)...	41	5,771
Motion Picture Mag.....	25	5,761
Extension Mag. (cols.)...	21	3,451

**VOLUME OF ADVERTISING IN
CANADIAN MAGAZINES**

(Exclusive of publishers' own
advertising.)

	Columns.	Agate Lines.
* Canadian Courier	219	38,836
Everywoman's World	108	21,746
MacLean's	142	19,922
Canadian Home Jl.....	91	18,300
Canadian Mag. (pages)...	57	12,768

* 5 April issues.

**VOLUME OF ADVERTISING IN
APRIL WEEKLIES**

(Exclusive of publishers' own
advertising.)

	Columns.	Agate Lines.
April 1-7		
Saturday Evening Post.	240	40,418
Town & Country.....	138	23,338
Literary Digest.....	110	16,170
Collier's	79	14,988
Life	93	13,114
Scientific American.....	54	10,846
Leslie's	56	9,520
Christian Herald	50	8,441
Independent	42	6,006
Churchman	24	3,922
Outlook (pages).....	15	3,528
Youth's Companion.....	15	3,000
All-Story (pages).....	12	2,848
Judge	20	2,804
Illus. Sunday Mag....	12	2,220
Every Week	9	1,728
Asso. Sunday Magazines	9	1,726
Harper's	10	1,582
April 8-14		
Saturday Evening Post.	194	32,650
Literary Digest	170	25,103
Town & Country.....	125	21,006
Collier's	84	15,876
Leslie's	66	11,331
Christian Herald	56	9,408
Independent	61	8,625
Outlook (pages).....	36	8,220
Life	46	6,546
National Sunday Mag..	30	5,145
Scientific American.....	23	4,710
Youth's Companion.....	23	4,546
Churchman	18	2,930
Judge	20	2,906
Associated Sunday Mag.	14	2,679
Illustrated Sunday Mag.	14	2,612
Every Week	13	2,486
All-Story (pages).....	9	2,208
Harper's	12	1,892
April 15-21		
Saturday Evening Post.	245	41,160
Literary Digest	149	21,964
Town & Country.....	119	20,018
Collier's	93	17,741
Leslie's	55	9,360
Life	57	8,070
Scientific American.....	25	5,046
Christian Herald	24	4,068
Independent	28	4,032
Judge	26	3,670
Youth's Companion.....	18	3,666
Outlook (pages).....	16	3,584
Illustrated Sunday Mag.	15	2,838
Churchman	16	2,598
Associated Sunday Mag.	12	2,322
Every Week.....	12	2,298
All-Story (pages).....	9	2,120
Harper's	9	1,404

NEW YORK TIMES, APRIL 28, 1916.

NATION-WIDE BODY TO AID AGRICULTURE

James Wilson, Member of Three
Cabinets, Heads New Organi-
zation Formed Here.

T. N. VAIL VICE PRESIDENT

T. Coleman du Pont, Senator, Wada-
worth, R. V. Lindabury, and W.
H. Moore Among the Directors.

The organization of the National
Agricultural Society to improve agri-
cultural conditions throughout the coun-
try was completed yesterday afternoon
at a meeting of prominent men in the
Hotel Biltmore.

James Wilson, who was Secretary of
Agriculture in the Cabinets of Presi-
dents McKinley, Roosevelt, and Taft,
was elected President, and Theodore N.
Vail, President of the American Tele-
phone and Telegraph Company, was
chosen as Vice President. Mr. Vail is
largely interested in agriculture, having
founded an agricultural school for boys
on his farm in Vermont, which he re-
cently turned over to the State.

G. Howard Davison was elected
Chairman of the Executive Committee.
Mr. Davison was one of the founders
of the International Livestock Exposi-
tion and is identified with many agri-
cultural and live stock associations.
These Directors were elected:

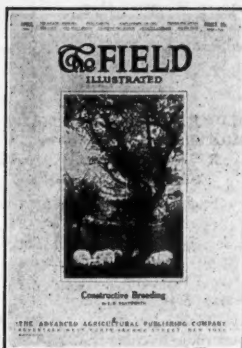
James Wilson,	Robert A. Fairbairn,
Theodore N. Vail,	Samuel Insull,
G. Howard Davison,	Charles A. Olin,
T. Coleman du Pont,	N. H. Gentry,
John A. Spoor,	Peter Jansen,
Richard V. Lindabury,	Fairfax Harrison,
William H. Moore,	Walter A. Johnson,
Henry C. Stuart,	P. C. Long,
James W. Wadsworth,	

GROWTH OF THE FIELD

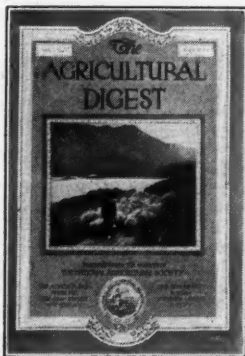
2,940 Lines of Advertising, May, 1913
25,700 Lines of Advertising, May, 1916

SEND FOR COPIES

WALTER A. JOHNSON, Publisher and Manager, 2 West 45th St., N. Y. F. S. KELLY, Chicago



THE FIELD ILLUSTRATED (the only
"pure-bred" farmer's and country-estate-
owner's-and-manager's monthly) goes to
over 10,000 people who own quality live-
stock. No other paper has our particu-
larly strong punch with these people. No
other paper guides them in their wealth
of farm purchasing and farm building.



THE AGRICULTURAL DIGEST
has over 30,000, now (mainly in the
New England and the North Atlantic
States, including the combined circula-
tion of several well-known farm papers
absorbed), and will add a wealth of
circulation as the official organ of The
National Agricultural Society.

April 22-28	Columns	Agate Lines
Saturday Evening Post.	210	85,388
Literary Digest.....	116	17,123
Collier's	87	16,518
Outlook (pages).....	71	16,092
Christian Herald	61	10,164
Leslie's	54	9,312
Life	44	6,272
Scientific American.....	29	5,821
Independent	31	4,413
Churchman	25	4,092
National Sunday Mag...	23	4,070
Youth's Companion.....	16	3,216
Illustrated Sunday Mag.	13	2,340
Judge	16	2,319
Harper's	14	1,946
All-Story (pages).....	8	1,840
Every Week.....	9	1,784
Associated Sunday Mags.	9	1,763
April 29-31		
Saturday Evening Post.	155	26,040
Collier's	87	16,604
Literary Digest.....	96	14,182
Scientific American	17	3,491
Illustrated Sunday Mag.	14	2,672
Judge	15	2,184
Associated Sunday Mags.	10	1,938
Churchman	10	1,683
Harper's	10	1,491
All-Story (pages).....	5	1,316

Totals for April

	Agate Lines.
Saturday Evening Post.....	175,606
Literary Digest.....	94,542
Collier's	81,722
†Town & Country.....	64,362
*Leslie's	39,523
*Life	34,002
*Christian Herald	32,101
*Outlook	31,424
Scientific American.....	29,914
*Independent	23,076
Churchman	15,232
*Youth's Companion	14,428
Judge	13,883
Illustrated Sunday Magazine	12,682
Associated Sunday Mags....	10,428
All-Story	10,332
†National Sunday Magazine..	9,215
Harper's	8,315
*Every Week.....	8,295

‡ 3 issues per month.

† 2 issues per month.

* 4 issues per month.

RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS

(Exclusive of publishers' own advertising.)

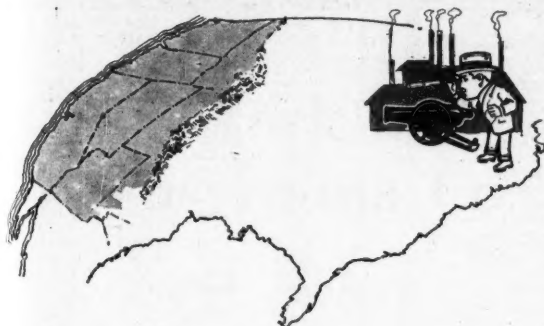
	Columns.	Agate Lines.
1. Vanity Fair	359	56,887
2. Harper's Bazar	286	48,243
3. Country Life in Amer.	284	47,712
4. Ladies' Home JI.....	205	41,120
5. System (pages)	140	32,012
6. Popular Mechanics (pages)	139	31,164
7. Good Housekeeping (pages)	138	30,968
8. World's Work (pages)	134	30,062
9. Review of Reviews (pages)	129	29,040
10. McClure's	165	28,136
11. Woman's Home Comp.	131	26,269
12. Delineator	129	25,839
13. Metropolitan	148	25,329
14. Harper's (pages) ...	112	25,249
15. Pictorial Review	123	24,550
16. Sunset	165	23,565
17. House & Garden.....	144	22,811
18. Everywoman's World.	108	21,746
19. MacLean's	142	19,922
20. Cosmopolitan (pages).	88	19,763
21. Woman's Mag.	129	19,270
22. Designer	96	19,200
23. American	134	19,196
24. Canadian Home JI...	91	18,300
25. Hearst's Mag.	105	17,912

Every Week the Associated

—We are guaranteeing one million;
—We are selling well over it;
—and rising!

"You don't pay for the excess, but the excess pays you."

95 Madison Avenue
New York



Concentrate Your Fire on the Pacific Coast States

Go after the big business in this tremendously rich territory West of the Rockies. The people out here are prosperous; they have the money with which to buy and they are discriminating buyers.

They know the value of nationally advertised products.

Your best point of contact with these people of the Pacific Coast Country is through their own magazine—Sunset, the Pacific Monthly.

Sunset has in proportion to total circulation five times more circulation in the Pacific Coast states than any other magazine of national scope.

This means that most of Sunset's circulation is in a territory where it is a real, live influence.

Sunset, in its new shape and size, is in greater favor than ever with its readers. Newsstand sales are gaining every month. For instance, the reports from February sales show a record in the Western states greater than the combined sales east and west of the Mississippi River for December. That's an indication of how we have impressed western magazine readers with the new Sunset.

And—Sunset is carrying the greatest volume of national advertising in its history, which shows that some National advertisers have found that Sunset is of real service to them.

H. Woodhead
General Manager

SUNSET  MAGAZINE

For full information communicate with nearest representative

NEW YORK.....W. A. Wilson, 515 Candler Building
BOSTON.....Chas. Dorr, 6 Beacon Street
CHICAGO.....G. C. Patterson, 338 Marquette Building

Member Quoin Club and Audit Bureau Circulations.

"PRINTERS' INK'S" FOUR-YEAR RECORD OF MAY ADVERTISING

	1916	1915	1914	1913	Total
Cosmopolitan	19,763	21,410	36,512	46,194	123,879
McClure's	28,136	40,664	20,757	23,615	113,172
Review of Reviews	29,040	23,968	26,614	30,254	109,876
World's Work	30,062	27,818	24,485	23,695	106,060
Sunset	23,565	16,800	21,056	29,344	90,765
Harper's Magazine	25,249	23,044	22,680	19,740	90,713
Everybody's	15,008	17,810	23,902	25,234	81,954
Metropolitan	25,329	20,465	20,335	14,430	80,559
Hearst's	17,912	15,570	18,312	19,321	71,115
American	19,196	13,693	15,495	18,739	67,123
Scribner's	17,409	12,096	16,646	17,743	63,894
Century	14,742	13,160	15,003	13,692	56,602
Munsey's	9,089	11,508	17,622	17,864	56,087
American Boy	13,519	12,628	11,169	9,810	47,126
Atlantic Monthly	9,076	8,764	13,328	9,968	40,935
Current Opinion	7,964	8,183	12,650	11,572	40,269
Red Book	12,768	8,064	8,232	8,900	38,024
St. Nicholas	8,553	7,672	7,000	6,552	29,777
Boys' Magazine	6,540	7,567	7,116	6,797	28,020
Ainslee's	4,186	3,808	7,728	6,498	22,220

337,106 314,692 346,551 359,831 1,358,180

WOMEN'S MAGAZINES

Vogue (2 issues)	108,091	80,236	102,786	97,845	388,958
Ladies' Home Journal	41,120	35,523	32,899	32,506	142,048
Good Housekeeping	30,968	22,899	27,407	27,668	108,942
Harper's Bazar	48,243	30,377	31,178	3,711	103,509
Woman's Home Companion	26,269	23,893	23,551	28,400	102,113
Delineator	25,839	19,782	22,200	22,285	90,106
Pictorial Review	24,550	20,379	20,800	19,600	85,329
Designer	19,200	16,814	16,654	18,728	71,396
Woman's Magazine	19,270	16,867	15,837	18,822	70,796
Ladies' World	15,707	12,800	13,900	17,600	60,007
McCall's Magazine	14,358	12,194	14,776	15,742	57,069
People's Home Journal	12,311	12,954	14,114	12,716	52,095
Modern Priscilla	10,667	10,813	12,892	14,784	49,156
Mother's Magazine	11,891	9,531	13,652	11,862	46,936
Housewife	9,200	10,497	11,983	10,500	42,180
Woman's World	8,554	8,524	9,875	10,056	37,009

426,238 344,083 374,503 362,825 1,507,649

CLASS MAGAZINES

Country Life in America	47,712	37,296	48,243	44,268	177,519
Vanity Fair	56,887	35,363	37,947	13,453	143,650
System	32,012	29,558	27,804	30,256	119,630
Popular Mechanics	31,164	25,964	30,912	28,896	116,936
Field & Stream	17,556	16,492	18,375	15,064	67,487
House & Garden	22,811	13,090	14,900	16,460	67,261
Popular Science Monthly	17,836	16,057	18,998	13,076	65,967
Countryside Magazine	12,338	12,920	14,860	17,510	57,628
House Beautiful	12,119	10,935	14,819	15,400	53,273
Outing	9,464	10,326	14,798	16,632	51,220
Travel	9,240	13,101	9,300	13,770	45,411
Garden Magazine	11,319	7,840	11,207	12,439	42,805
Physical Culture	10,101	9,689	9,897	9,895	39,582
Theatre	12,768	6,552	9,704	8,666	37,690
International Studio	7,512	7,882	8,400	11,655	35,449
Illustrated World	8,579	5,993	8,960	7,168	30,699

319,418 259,057 299,124 279,608 1,157,207

WEEKLIES (4 April issues)

Saturday Evening Post	*175,606	127,543	128,508	121,860	553,516
Literary Digest	*94,542	62,667	67,377	54,505	279,091
Town & Country	*64,362	*46,072	61,344	95,632	267,410
Collier's	*81,722	59,191	51,720	63,218	255,851
Life	34,002	*29,360	*32,724	35,025	131,111
Outlook	31,424	29,204	33,910	36,494	131,032
Christian Herald	32,101	32,158	*29,463	*25,834	119,561
Leslie's	39,523	*32,441	*24,108	20,256	116,328
Scientific American	*29,914	22,417	21,303	20,135	93,768

583,196 441,052 450,461 472,959 1,947,668

Grand Total 1,665,958 1,358,884 1,470,639 1,475,223 5,970,704

† 3 issues. * 5 issues.

New York and Pennsylvania Co.

Paper Makers

General Offices — 200 Fifth Avenue
New York City

Daily capacity for market
750,000 Pounds

We specialize in the follow-
ing grades for the Printing
and Publishing Trade—

MACHINE FINISHED and
SUPERCALENDERED
MAGAZINE, BOOK and
CATALOGUE PAPERS

TO THE MAN WHO ADVERTISES, CIRCULARIZES OR SELLS THROUGH SALESMEN

*Do you advertise—with poor results?
Circularize—with poor results?
Employ salesmen—with poor results?*

If so, what is wrong?

The question is answered in a book from the pen of one of the greatest business specialists in the country, entitled:

The Selling Force

AND

The Selling Farce

This book is a concentrated message to business men, preventing the prodigal waste of good money and giving the selling secret.

Application of the principles explained in this book has turned loss into profit, and small profits to large. A special and limited edition in flexible covers, pocket size, fully illustrated by F. G. Cooper, printed on hand-made paper with rubricated initials will be sent to readers of *Printers' Ink* upon receipt of 25 cents in stamps or coin. Money back if the information the book gives is not deemed worth a great deal more than the price.

THE DANDO COMPANY
3rd near Chestnut St., Phila., Pa.

AUSTRALIA

**Thomas C. Lothian
Proprietary, Ltd.**

MELBOURNE and SYDNEY

Founded 1888

Cable Address: "Thorough" Melbourne.

Publishers' Representatives

As representatives of some of America's best Publishers, the Booksellers, Libraries, and Educational Trade of Australasia are travelled and called upon for orders regularly.

The Australasian Agency is sought for any lines that can be sold to Booksellers. We want a good stationery and paper agency.

Bankers: The Bank of New South
Wales, Melbourne

Head Office: 100 Flinders Street
MELBOURNE, VICTORIA

Engravers' Price-raising May Prove Illegal

Hearing Before District Attorney Swann, of New York—Evidence Given by Trade-paper Men—Question Whether Engravers Acted in Concert in Raising Prices

WHETHER the recent jump in prices charged by fifty-three photo-engraving concerns in New York City presents grounds for prosecution under anti-trust laws was the object of hearings held last week before District Attorney Swann, of New York County.

Monday morning, May 1, Judge Swann heard A. M. Morley, Jr., president of the Photo-Engravers' Board of Trade of New York, embracing fifty-three concerns; George Gordon Battle, their counsel; Peter J. Brady, president of the local Photo-Engravers' Union, and Matthew Woll, president of the International Union. This hearing was to determine what, if any part, the unions have had in the action taken by their employers, and whether, as is alleged, the union had entered into an agreement to force the individual members of the Photo-Engravers' Board of Trade to live up to such, if any, agreement to raise prices.

Following this conference, in which both the employers and the unions denied that there was any such agreement, Judge Swann said that it seemed a remarkable coincidence that, if the Photo-Engravers had not agreed to a uniform raise in prices, the notices of such raises to customers were sent out on the same day, that the raises in all cases are identical, and that the notices were printed on the same press.

He asked, also, why, in the fifty-three shops, the prices coincided exactly.

"I can't explain it," remarked the district attorney. "But they say there is no combination."

The delegates, however, denied that the union and the Board of Trade had entered into an agree-

ment to penalize members who failed to maintain their prices. Each individual engraver acted independently in raising prices, they said. Mr. Battle said that there was no agreement and no concerted action.

In the afternoon about sixty representatives of trade journals gathered in Judge Swann's office to present their side of the case. Messrs. Woll, Brady and Battle were also present.

Most of the discussion revolved about the question whether the fifty-three shops had acted by agreement in raising prices and whether there was an implied understanding between the unions and employers to enforce the prices by threat of strikes, or by employees "going sick" on a shop.

Judge Swann first pointed out the distinction that it was not the raising of price that constituted a violation of the law, but the allegation that the fifty-three shops had entered into an agreement with themselves to do so.

Henry Wollmann, counsel for the assembled trade press, presented two letters: one from the Scientific Engraving Company and another from the American Press Association. One letter contained this paragraph: "We're all controlled by the local New York union"; another, "We have arranged a scale of prices."

President Woll, of the International Union, said that the scale of prices published by the photo-engravers was not a scale of prices to the purchaser, but an average basis for the individual to study in making his own price. This scale, said Mr. Woll, was the result of an exhaustive research by employers and labor men alike to arrive at a scientific method whereby individual members could compute their own charges.

A. C. Pearson, of the *Dry Goods Economist*, asked:

"How do I know what another man arrives at, if I use your figures?"

H. E. Cleland, of the McGraw Publishing Company, said that in a telephone talk with one of the engraving houses he had asked

More Associate Editors

no doubt, are represented in

PHYSICAL CULTURE

than in any other magazine published. By "associate editors" in this case is meant readers who contribute their views in the form of letters which are published in the "Comment, Counsel and Criticism" Department.

We offer this fact as evidence of the exceptional interest on the part of our readers in the subjects that are editorially discussed in **PHYSICAL CULTURE**.

Reader-interest is your biggest asset, Mr. Advertiser.

New York Office: 1 Madison Avenue

O. J. ELDER, Manager

Chicago Office: Peoples Gas Building

W. J. MACDONALD, Manager

We are members of the
Audit Bureau of Circulations



Horlick's Malted Milk

is known all over Canada. Sampling through this Company in over fifty large Cities has been an important feature of Horlick's Advertising.

The distribution of samples, window displays, catalogues and other forms of advertising matter is "our work."

How may we serve you?

Dominion Messenger & Signal Co., Ltd.

Offices all over Canada

HEAD OFFICE . . . TORONTO, ONT.

Net Paid 84,036

8 Cents Per Line Flat

The Pittsburg Leader

This is the paper that carries your message into the homes of the people that create and enjoy the prosperity of this industrious and prosperous community. In the first four months of 1916 the Leader carried 4,179,848 lines of advertising, a gain of 351,500 lines over the same period of 1915.

W. E. MOFFETT
Advertising Manager

VENUS
10¢ PENCIL

At all
dealers



17

different
degrees for
every known pur-
pose. Also two copying.

VELVET
5¢ PENCIL

At all
dealers



The
VELVET
5¢ pencil is
supreme in its class

American Lead Pencil Co., N. Y.

whether his concern couldn't get under the scale.

"Oh, no," was the reply. "We aren't allowed to do it."

Mr. Battle said, in reply to Mr. Pearson's query, that with a standard method of figuring the cost of production the individual engraver was enabled to strike an average.

From the hearings District Attorney Swann gathered the information that the scale of prices that went into effect on April 3 in New York was identical with that accepted by the photo-engravers of Chicago. When the new scale, or "Chicago idea," took effect in New York a commissioner was appointed to arbitrate on behalf of the board with members who might not maintain prices near enough the schedule average.

The district attorney took the matter under advisement before deciding whether to present it to the Grand Jury.

Kellogg Involved in Family Name Suit

The Kellogg Toasted Corn Flakes Company has filed suit in the Supreme Court of New York to restrain Dr. J. H. Kellogg, of the Battle Creek Sanitarium, from the use of the name "Kellogg's" on food products. Dr. Kellogg is a brother of W. K. Kellogg, of the Corn Flakes Company, and this suit is the outgrowth of many years of dispute over the right to use the family name. The recent advertising of "Kellogg's Bran" is the immediate cause of the action.

W H E R E

is there a manufacturer of a technical product whose sales letters, circulars, folders, and other direct advertising, are not producing the results he wants? If he will communicate with me I'll prove to him that I can make his direct advertising pay big. Some very good men will vouch for me as a producer. Seventeen years' experience. Thorough, reliable and a hard worker. Age 35. Salary moderate.

Address "B," Box 468,
Printers' Ink.

Simmons-Boardman Co. Acquires Publications

The Railway Periodicals Company, Inc., has sold its three publications—*Railway Engineering and Maintenance of Way*, *Railway Master Mechanic* and *Monthly Official Railway List* to the Simmons-Boardman Publishing Company, New York. The first named will be published under the name of *Railway Maintenance Engineer*, to which will be added the Maintenance of Way Section of the *Railway Age Gazette*, heretofore published as a part of that paper once a month. The *Railway Master Mechanic* will be continued under that name, while the *Monthly Official List* has been sold to the Railway Equipment & Publication Company, New York, publisher of the Quarterly Pocket List of Railroad Officials.

Ayer Has Part of U. S. Rubber Account

All advertising, with the exception of tire and tire accessory, of the United States Rubber Company and its subsidiaries, will hereafter be placed through N. W. Ayer & Son. The Van Cleve Company will handle the tire and tire accessory advertising as heretofore.

R. W. Ashcroft is advertising manager of the United States Rubber Company.

Muller With Clarke Agency

L. G. Muller has resigned as sales manager of Jahn & Ollier Engraving Company, of Chicago, and has joined the E. H. Clarke Advertising Agency. Mr. Muller was instrumental in organizing the National Sales Managers' Association.

A. L. Kindt With Pen-Tex Silk

After having been with the Corn Products Refining Company for over five years, A. L. Kindt has become advertising manager of the Pennsylvania Textile Company, New York. manufacturer of "Pen-Tex Moneybak" silks.

Who Wants to Hire The World's Champion House Organ Writer?

There's nothing to add, nothing to subtract, from the head lines. They tell the whole story. If it's results you are after lose no time in getting in touch with me. I am admirably equipped to make your House Organ or Sales Bulletin Pay and Pay big.

I am no job-hunter. Always on the pay roll of successful National Advertisers and always producing copy that sells the service and goods.

You will instantly recognize my name.

Address "HUMORIST," Box 467, Printers' Ink

Art in Advertising

Art is to advertising what good clothes are to a woman—the dressing that attracts favorable attention. Yet the picture must fit the subject—must stop the eye and speed the desire.

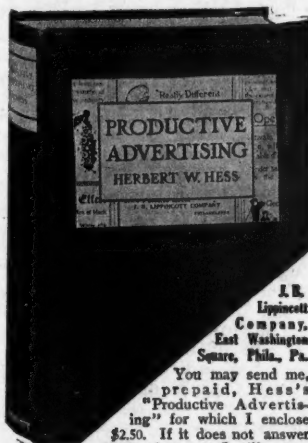
Our art department ranks high because the artists are advertising men of experience. They know the power of good pictures and have the ability to execute them.

If you believe that your ads and printed matter could be improved upon by strong illustrations, drop us a line. No obligation to you, of course.

Turner Advertising Company

608 S. Dearborn Street, Chicago

Nothing Succeeds Like Service



J. R.

Lippincott Company,
East Washington
Square, Phila., Pa.

You may send me, prepaid, Hess's "Productive Advertising" for which I enclose \$2.50. If it does not answer my requirements, I will return it within ten days with the understanding that you will refund my money.

NAME _____

STREET _____

TOWN _____

Descriptive circular mailed free upon request.

The Little Schoolmaster's Classroom

"MR. PERKINS," said the buyer of a retail house to the manufacturer's representative, "we've been handling that stuff of yours for five years and in all that time our gross profit on it has been only \$110. You're always kicking about the co-operation we give you, but what can you expect on \$22 a year? You know very well that the retailer who sells ten gross of your merchandise in a year is doing very well. If his profit averages one and a half cents a carton, it is all that can be hoped for. If you were in our place, would you grow enthusiastic on an annual income of \$22?"

"I am willing to admit that yours is a live little specialty. It has a good reputation and, taken in the aggregate, the sale is big, but no one distributor can sell much of it. We treat you fairly. We push your product within certain limits. We don't substitute, but the extra effort that it would require to increase our sales on your brand would cost us more than we could get out of it. Our net on that \$110 wasn't much over thirteen or fourteen dollars at the outside—about three dollars a year. Do you see how easy it would be for us actually to lose money on your line? We have dozens of such things in stock—high-grade, reputable products with a limited sale that we are glad to handle, but which it would be bad business policy for us to spend too much in pushing."

* * *

The manufacturer had never thought of that before. Accustomed to dealing in thousands, he forgot that his distributors dealt with dozens and even less. His product was but a trifling part of their lines, and even if he went out of business they would never miss him. He saw that if the dealers and jobbers gave him a moderate amount of co-operation, it was all he could expect. Since he was the only one to profit in

a large way from the sale of his output, it was up to him to assume the burden of the cost of promotion.

The Schoolmaster knows that there are many manufacturers in this man's shoes. The retailer has hundreds of items in his store that he can make at best only a few dollars a year on. To ask him to spend a lot of money, time and thought in promoting such a product is expecting too much of him. The extent of the co-operation required of the dealer should be in proportion to the profit that he can reasonably hope to make on the article. And, last but not least, the manufacturer should not delude himself with the idea that clever approach on dealers will ever prove a satisfactory substitute for straight advertising to the consumer.

* * *

"I shall be glad," says a publisher in a letter to the Schoolmaster, "when the time comes that we can afford to drop certain kinds of advertising that we publishers really prefer not to insert." In other words, "When it costs us nothing to play fair with our readers and to give reputable advertisers proper company, we prefer to get along without income from disreputable advertising, but a bird in the hand is worth two in the bush and until the better advertisers will insure us against loss of business we will continue to assist in the deception and robbery of our readers." What a confession for a publisher to make!

* * *

"Must be above the average of the agency copy-writer." So runs part of an advertisement from a leading advertising agency. Similar expressions have appeared in many advertisements and letters lately. The demand of the day seems to be for men who are able to get away from the copy desk and get into the heart of the advertiser's business and thus be able to interpret it to the public in the

Out of the Burlap

The string's untied and lost and the bag's flat. The feline has made her escapement. And—they are saying I'm the naughty, wicked, little sinner as did it. Why? Just because I tell advertisers that circulation including an unknown quantity of "waste" may be only one per cent. "net"—and perhaps not even that. Also—I keep on, *and on*, and on, telling them—and *telling them*—and telling them. While pussy gets further and further away from the burlap all the time. Am I repentant? Ask me! Ask me!

J. Dwight Brewer
Advertising Manager

GOOD HEALTH

1805 W. Main St.
Battle Creek,
Mich.

CHARLES AUSTIN BATES

Aeolian Building
NEW YORK

Constructive Criticism and Counsel on Advertising
and Sales Plans and Problems

Interviews by Appointment

Population 62,288 Trading Centre for 100,000

Brockton, Massachusetts. The Great Shoe City filled with workers and winners. A Dry Town doing Big Business. People have money to spend.

Brockton Daily Enterprise

Daily Edition exceeds 15,000. 12 to 32 pages

Flat Commercial rate 35 cts. per inch

Afternoon Paper, Sells for 2 cents

Carries a page of want advertisements. Best paper. Leading general advertisers use it



If, as told in April 27th P. I., advertisers CAN so profitably use a competent

Field Investigator

why don't more of them DO it? Present or prospective advertisers might profit by addressing the undersigned regarding their own needs for intelligent research. Present commission expires June 15. Available July 1. Trained newspaper man now in Middle West—active in sales and advertising investigation and practice last five years. Tactful, analytical, keen observer and examiner; clear, concise, thorough reports. Your correspondence held in confidence. "RESEARCH," Box 460, care Printers' Ink.

"GIBBONS Knows CANADA"

PAUL BROWN

COMMERCIAL ARTIST
436 - 4 - AVE.
NEW YORK,
ROOM 151
PHONE 7738 MADISON SQ.

**Increased Sales for Some Live Printer**

It's much easier to sell "Direct Advertising" than mere "Printing." I want to establish an art copy and service bureau in co-partnership with some responsible printer who realizes the above truth. I measure up to best modern standards as artist, copywriter, salesman and executive; examples of my work and highest class references will prove this.

"ADART," Box 470, care Printers' Ink.

If You Want to Reach the Motor Car Owner Use the**AMERICAN MOTORIST**

Largest Circulation in Its Field

Main Office: Riggs Bldg., Washington, D. C.

Member of the Audit Bureau of Circulations

Lincoln Freie Presse

LINCOLN, NEB.

Actual Average Circulation **133,992**

Our biggest circulation is in the States of Iowa, Wisconsin, Minnesota, Nebraska, Illinois, etc., in the order named. All subscriptions paid in advance. Flat rate, 85c.

TYPOGRAPHY

I ORIGINATE individual and distinctive styles of type-dress for magazines, house-organs, advertisements, booklets and other printed salesmen. Shall I send you an exhibit of my work?

LESTER DOUGLAS

25 WEST 45TH STREET NEW YORK
PHONE BRYANT 9020

style of copy that carries conviction. The Schoolmaster isn't going to undertake to describe that style of copy, but it is worth while recalling now and then that there is a sort of sixth sense that enables readers to perceive whether or not the writer of copy knows what he is talking about.

* * *

"Here is an instance of what I've been telling you about," said a retailer to the Schoolmaster, as he pulled a mammoth broadside out from the corner of his desk. "Note the scare headline printed in red box-car letters, 'Look at all the Profit You Will Make.' Such headlines neither scare nor coax the dealer into line. Manufacturers seem to think that when they snap that word 'profit,' retailers should begin jumping and going through their paces just as do the animals at the crack of the whip in the Dog and Pony Show. Let us take another look at that circular. Just as I expected, the profit table is worked out on a fictitious selling price. The retail price is twenty per cent higher than the article ever sells for. Would you believe that three out of five of the trade circulars I receive contain deceptive profit tables? Why do they do it? They try to fool the dealer on the very point with which he is most familiar—what the goods will sell for. When the retailer sees this he discounts every other statement made in the circular. Another thing—when will these ad-writers get over the vicious habit of figuring profits on the cost price? Of course we know that it is done for the purpose of making the profit sound big, but any level-headed person knows that more would be accomplished with the retailer if he were candidly told how much profit he could reasonably expect to make on the line."

* * *

One of PRINTERS' INK's advertisers recently offered to send a booklet to inquirers, and received more than 500 requests, many of them asking that the booklet be addressed to them personally at their homes. And just about twenty-five per cent of the letters,

the Schoolmaster is told, had signatures which were indecipherable! As a result a lot of folks received communications on which their names were misspelled, and some of them may have been sore about it. The Schoolmaster is inclined to commend the growing practice of typing the dictator's name in full at the close of every letter. It doesn't take more than an extra five seconds per letter, and it avoids the embarrassment of having to address Mr. Davenport as "Mr. Prakendork."

* * *

The Schoolmaster was reminded the other day of the way some of the old-time publishers used to render circulation statements, when he saw the claims of the publishers of a college annual. In their youthful enthusiasm, these young gentlemen estimated that each copy of their book would be read by at "least seventy-five people during the coming year." Why seventy-five? Why not five hundred readers per book? If anyone has a record of a larger number of readers claimed for each number of a publication the Schoolmaster would be pleased to have the data.

Honey-Fruit chewing gum is being advertised in Southern dailies, through C. W. Page of Richmond, Va. The gum is made by the Franklin-Caro Company, also of Richmond.

1916 LYDIATT'S BOOK—
the Advertiser's Guide to

CANADA

Put out—gives local and out-of-town circulation all dailies, adv. rates, etc., all mediums. Most reliable, complete—not an agency directory. 350 pages, leather-bound. \$2 Postpaid.
W. A. LYDIATT, 53 Yonge St., TORONTO, CAN.

Good Copy

promptly prepared
by Agency Expert.

Reasonable Rates

"A." Box 466, care PRINTERS' INK

100% Premium

For Copies of

Printers' Ink

Issues of

Jan. 6, 1916

Jan. 13, 1916

For every copy in
good condition of
these issues of
PRINTERS' INK
we will pay 10
cents each. Ad-
dress

Circulation Manager

PRINTERS' INK

185 Madison Ave.

New York

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost forty cents a line for each insertion. No order for one time insertion accepted for less than two dollars. Cash must accompany order. Forms close 10 a. m. Monday preceding date of issue.

BOOKLETS

Send 10c (stamps) for case of samples (and prices) of envelope size booklets that look good but cost little because manufacturing methods have been standardized. The Dando Company (Manufacturers), 42 So. 3rd St., Phila., Pa.

BUSINESS OPPORTUNITIES

FOR SALE—Rapidly growing fiction magazine, present newsstand circulation in excess of 30,000, capable of unlimited development in the right hands. Present owners, owing to other interests, are not in a position to give it the attention that it merits, and will therefore consider any reasonable offer. Fulltest investigation invited. Address, "Publisher," Box 830, care of PRINTERS' INK.

FOR RENT

SUBLET: Half of large office. Front, light, centrally located. Room 203, 44 East 23rd street, New York.

HELP WANTED

Advertising solicitors; liberal commission paid for tips on circulation, letter, booklet and direct advertising accounts. Box 825, care Printers' Ink.

PRIVATE SECRETARY

With advertising agency experience. Must be good stenographer, familiar all details—quick promotion for right man. Give full particulars and nationality in first reply. Box 838, Printers' Ink.

Under-muslin Salesmen Wanted. We are planning to add two salesmen to our present force, and we invite applications from first-class men, only those now selling Dry Goods and preferably those experienced in Under-muslins. One territory is New York State, with the exception of six cities. The other territory consists of large cities in the Middle-West. Apply by letter only, giving full details of experience. W. A. Martin, Jr., D. E. Sicher & Co., 47 West 21st street, New York. "World's Largest Makers of Under-Muslins."

WANTED—Salesmen in cities of 25,000 and over to handle line of direct advertising and service for established and successful concern. Straight commission. Our men are making from \$3,000 to \$5,000 a year. Address A. E. Stevens, Sales Mgr., 638 Federal Street, Chicago.

ARTIST—The most rapidly growing agency on the Pacific Coast needs an experienced Art Director. Must be a man who can handle figure work, largely line, for food products; farm-paper copy, booklets, broadsides. This is a real opportunity. Samples of work taken care of and returned. State experience fully. Box 832, care Printers' Ink.

EXECUTIVE WANTED

Agency now handling profitable rapidly growing business wants executive with agency experience who controls and can bring with him desirable accounts. Good salary and share in profits, convertible into stock interest later if mutually desired. Would consider combining interests with strong connection. Give full particulars first letter. Box 837, P. I.

ADVERTISING OUTDOOR MAN

wanted by an advertising agency of high standing near New York. A conscientious solicitor with good address.

Write stating who you are and what you have done.

G. W., Box 820, care of Printers' Ink.

ADVERTISING MANAGER WANTED

Established publishing house, trade and technical journals, located in New York, wants a thoroughly high-class advertising man who is capable of taking full charge of its advertising department, including several periodicals. This is an exceptional opportunity for a high-grade capable advertising executive. To right party would sell an interest in the business. Applicants should write full particulars if they expect proper consideration.

Address, "Business Opportunity," Box 826, care PRINTERS' INK.

POSITIONS WANTED

New York representative, six years' experience in local field. Advertising and editorial. Salary or commission. Now employed. Box 810, care Printers' Ink.

I WANT

to make advertising my work. Willing to start at the bottom with a national advertiser or agency. Am studying Advertising at Columbia University. Give me an interview. Box 885, Printers' Ink.

ASST. TO ADVERTISING MANAGER

Young man, 34, married, 16 years' experience in agency ad. composition. efficient proofreader; knows printing. Graduate recognized advertising school. Seeking opportunity in N. Y. City. Interview? Box 888, care Printers' Ink.

ADVERTISING MANAGER—Experienced, resourceful, energetic young man with long successful record as advertising manager department stores doing up to five millions annually, open for position as advertising manager department store or in agency. Drawer B, Logan, Iowa.

ABLE ASSISTANT

to advertising manager, two years advertising training; expert stenographer; office details; other accomplishments. Desires position in firm's advertising department offering suitable opportunity for advancement. Salary moderate. Box 840, Printers' Ink.

DO YOU PREFER

experience or intelligent adaptability? A young man, without actual advertising experience, but with a university education, four years newspaper training and two years special publicity work, seeks an opening in an advertising agency or magazine where conscientious work and application can be made to count. Box 889, Printers' Ink.

Advertising Man

Has ably planned, handled advertising of large concerns—manufacturing, technical, mail order—magazine, trade paper, newspaper, booklets, folders; writes business-getting copy. College graduate (31), adapts himself quickly, efficiently. Box 883, P. I.

WANTED ONE
BIG
ADVERTISING AGENCY

with an opening for an experienced advertiser who has been in the advertising department of a large manufacturer for several years and has been manager for more than three. Twenty-nine years old, college and business education also experience as traveling salesman with same firm. Can bring a little business at once. I ask nothing big until I have proven good, but must be offered an excellent future.
Box 829, care PRINTERS' INK.

ASSISTANT FOR AD MANAGER

Ambitious young man, 23, good personality, 5 years' retail experience, understands copy, layout and type, wants job under manager; likes to work and to learn; execute details. A-1 references. Salary secondary to opportunity. Box 888, care Printers' Ink.

Copy-writer with Little Experience

I have the natural ability to formulate original and efficacious plans and to execute them in a masterly and productive manner. Have had very little training and experience so consequently desire modest position which offers opportunity for advancement. I would like to send you specimens. J. E. Walter, 18 Treacy Ave., Newark, N. J.

Successful Publishers'
Advertising Representative

wants to add one good general publication to his list in the Western territory. Many years of experience in daily and monthly field. W. E. Herman, 30 No. Dearborn St., Chicago, Ill.

SPECIALTY SALESMAN

Young man, 24, with proven sales ability desires "road job," either in sales or promotion work. Experienced in establishing agencies, and could handle direct mail campaign with results. Has best of references, and better still, the ability to back any statement made, with production. Member Detroit Board of Commerce and Adcraft Club. Address P. O. Box 1267, Detroit, Michigan.

PRESS CLIPPINGS

ROMEIKE'S PRESS CLIPPING BUREAU, 106-110 Seventh Avenue, New York City, sends newspaper clippings on any subject in which you may be interested. Most reliable bureau. Write for circular and terms.

"Look It Up In
PRINTERS' INK"

Fine! Anything under the advertising sun—if you have a complete file of the "Little Schoolmaster."

*Do you keep your
copies for reference?*

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All Records Broken

In April THE CHICAGO TRIBUNE printed 5574.02 columns of advertising.

This was the greatest volume ever printed in a single month by THE CHICAGO TRIBUNE.

It was 749 columns more than was printed by the other Chicago morning papers *combined*.


THE CHICAGO TRIBUNE gained 1265.68 columns in April over the same month last year. There were five Sundays in this April against four in last April.

This gain was 535 columns greater than the net gain of ALL the other Chicago papers *combined*.

The Chicago Tribune

The World's Greatest Newspaper

(Trade-mark Registered)


 Circulation over
 600,000
~~500,000~~ Sunday
 300,000 Daily

Member Audit Bureau of Circulations

Eastern Advertising Office : 251 Fifth Avenue, New York City
 Pacific Coast Advertising Office : 742 Market Street, San Francisco

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JUNE
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Sun-
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